ENERGY EFFICIENCY

A MANAGER'S GUIDE TO CREATING AWARENESS ON ENERGY EFFICIENCY

Part of the Efficiency and Alternative Energy Program

Un élément du Programme de l'efficacité énergétique et des énergies de remplacement

Natural Resources Canada
Ressources naturelles Canada
Canada

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1

Introd

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1.1 The Importance of Creating Awareness on Energy Efficiency

➤ Congratulations! Your organization is now participating in an Energy Ventures Initiative - Energy Innovators or the Federal Buildings Initiative. While you and your building tenants can look forward to a more energy-efficient workplace, there's more to making Energy Ventures a success than simply installing the retrofits. In fact, a lot of your organization's success hinges upon an understanding and awareness of what Energy Ventures is really all about, and the role your building tenants must play to ensure your facility is truly energy efficient for years to come.

Here's how it works...

Because employees are integral to the operation of your facility, they are your first priority when it comes to communicating change in the workplace.

You're in control of the timing and content of information about your facility's participation in the Energy Ventures Initiative — so, it's up to you to provide accurate information up front to avoid rumours, speculation and negative attitudes among employees. To do this, you need to implement an awareness program aimed at your facility's tenants.

But what's awareness?

It means providing employees in your facilities with timely and accurate information about their workplace so they are aware of how their facility functions at all times and are prepared for change.

So why is increasing awareness important?

If the employees in your facilities are **not** kept informed, changes to their workplace may not be received positively. Keep in mind that an uninformed (and probably uncommitted) group of building tenants can become a real obstacle to achieving business objectives.

Energy Ventures is a perfect example of the necessity for building awareness to ensure that a program's objectives are achieved. For example, building tenants are generally protective of their work environment, so it's understandable that changes to this environment may make them uncomfortable. If they are not informed about the nature of the retrofits and motivation behind them, morale and

productivity can suffer — even though the retrofits may have a positive impact in their work area.

Furthermore, an energy-efficiency program such as Energy Ventures **depends** upon the cooperation, acceptance and involvement of your facility's tenants. So, by keeping your building tenants informed and involved throughout your energy retrofit project, you can minimize the potential for negative reactions and foster a sense of pride and excitement for the many benefits this project offers.

An effective awareness campaign aimed at building tenants will:

- **promote the fact that Energy Ventures is a great project** that building tenants can be proud of;
- **keep building tenants consistently advised** and up-to-date on any disruption that may occur in the work area;
- **avoid negative reactions** by informing employees ahead of time;
- **quell feelings of uncertainty or concern** based on a lack of accurate information;
- **encourage employee buy-in and behaviour change** by telling them how they can participate in saving energy;
- **highlight the benefits of the program**, from saving money to saving energy and reducing harmful pollution;
- **polish your facility's corporate image** by promoting the environmental benefits of Energy Ventures to the surrounding community;
- **provide valuable feedback** about the most effective methods for communicating with building tenants in the future; and
- **establish a mechanism for sustained communications** with building tenants over the long term.

While keeping on top of communications between you and employees is not always a simple task, it will help avoid the potentially painful situation of trying to explain changes after-the-fact. You don't want your tenants to feel they aren't considered important enough to be kept informed about changes to the place where they earn their living each day.

A lasting thought...

Ultimately, timely and accurate communications specifically aimed at building tenants can bring big payoffs in terms of increased understanding and acceptance. You may even find that savings expectations are surpassed in areas where building tenants' behaviour has a large impact.

If your tenants feel left out and alienated, much of the potential of Energy Ventures will be wasted. But, by making employees partners and allies in your quest for energy improvements and good environmental stewardship, your facility will be set to reap the many benefits Energy Ventures can provide.

1.2 Welcome to the Energy Ventures Employee Awareness Guide

➤ So, you have committed your facility to an energy-efficiency overhaul and you want to communicate this to your employees and building tenants! Now that you've read the section on "The Importance of Creating Awareness on Energy Efficiency" you will want to spread the word about this economically and environmentally friendly venture, but where do you begin? What do you say to whom and how do you say it?

Welcome to the guide to creating awareness on energy efficiency. As an Energy Ventures participant, you have reason to celebrate and a great opportunity to enhance your facility's profile with your tenants (and others). We hope you find this guide to be a useful tool in complementing your own ideas and plans for promoting and celebrating your Energy Ventures project.

1.3 What's Inside?

➤ Everything you will need to let building tenants and employees know all about their participation in this energy-efficiency project can be found in this comprehensive guide. There are step-by-step instructions for preparing your communications strategy, "camera-ready" (just take the disk to your printer) promotional products, explanations and schedules of implementation, examples of optional events and activities, and who to call if you need more information.

Your awareness program can be as extensive and detailed or as brief and simple as you decide. With this guide, you have all the essentials for effectively communicating with your tenants about Energy Ventures. Combine your imagination and creativity with that of your colleagues, and you can implement as many activities as you can design. The only concept you need to know is this: "say it simply, and say it often".

1.4 When Do I Begin?

➤ You already have! The following pages answer your questions and guide you through the communications process painlessly and easily. (We're even tempted to say "efficiently" — conserving your energies for your daily responsibilities.)

1.5 So Why the Guide?

➤ This guide has been designed to be a step-by-step, phase-by-phase document to designing and implementing an awareness program. By the time you have worked your way through this guide, you will have designed a customized communications strategy and chosen the relevant communications tools and activities for your facility. This approach allows you to create a unique strategy to best suit your facility and your tenants.

For simplicity, this guide has been divided into the four phases of a typical Energy Ventures project:

Phase I: **Energy Management Firm Selection** - tendering and negotiations take place to determine which is the best energy management firm to assess the retrofits that need to be done in your facility and to implement these retrofits.

Phase II: **Pre-construction** - the selected energy management firm conducts a feasibility study detailing the work that needs to be done, including a schedule for installation and projected energy savings.

Phase III: **Construction** - the energy management firm implements the retrofits.

Phase IV: **Post-construction** - the retrofits are monitored to ensure they are performing as planned and continue to provide improved levels of energy efficiency.

The tables on the following pages summarize the communication milestones and timing of each phase.

Overview of Milestones

Phase	Energy Ventures Activity	Tenant Awareness Activity	Product Delivery
Energy Management Firm Selection	Tender for energy management firm	Communications Planning	Newsletter Article #1 Factsheet #1
Pre-construction	Feasibility Study & Workplan	Implementation & Kick-off	Tenant Meetings Newsletter #2 Survey #1 Energy Days Large Poster Lightbulb Calendar
Construction	Workers On-site Demolition & Installation	Active Communications	Newsletter #3 & #4 Small Poster Retrofit Signage Memo Pads Survey #2 Stickers Tent Cards Boilerplate
Post-construction	Clean-up & Monitoring	Sustained Communications & Taking The Message Home	Small Poster Tent Cards Fast Facts Home Energy Info. Fuel Efficiency

Overview: Timing of Implementation for Energy Ventures Communication Tools

Communication Tool	Energy Management Firm Selection (approx. 1-6 months)	Pre-construction (approx. 1-6 months)	Construction (approx. 1-5 years)	Post-construction (ongoing)
Newsletter Article #1	★			
Factsheet #1	★			
Tenant Meetings		(ongoing)		
Newsletter Article #2		★		
Survey #1		★		
Energy Days Event		★		
Large Poster		★		
Lightbuib Distribution		★		
Customized Calendar		★		
Community Boilerplate			★ ★	
Newsletter Article #3			★	
Retrofit Signage				
Small Poster				(updates)
Memo Pads			★	(ongoing)
Survey #2			★	
Newsletter Article #4			★	
Tent Cards				(updates)
"Fast Facts"				
Home Energy Kit				
Fuel-efficient Driving Tips				

2

Phase
Energy Manag
Firm Selection

➤ The energy management firm selection period begins the moment you officially decide to participate in Energy Ventures and ends once an energy management firm for your facility has been formally confirmed. This phase signals your opportunity to begin planning how you will communicate the evolution of this program to your facility's tenants, and to begin celebrating the many benefits participation in what Energy Ventures has to offer.

During this phase, you design your communications plan (with the help of the instructions that follow) and engage in your first round of actual communications (more on that later in this section).

2.1 Getting Organized: Communications Planning

➤ As an Energy Ventures participant, you have an excellent opportunity to profile your facility as a leading example in the field of energy management, and to engage the support and assistance of your building tenants in making upgrades a success over the long term.

Successful communications activities depend upon comprehensive planning which covers all bases, anticipates and plans for eventualities, and has a true plan of action for implementation. This guide aims to take you through these steps so you can effectively celebrate your success in your own facility.

2.2 Who's in Charge?

➤ The first thing you should do is determine who will oversee the implementation of your tenant awareness campaign. Since you probably know the project better than anyone else, perhaps you are the best person to perform this task. Another option is to assign the implementation to a special project officer. In any case, be sure that the person in charge is well-versed in Energy Ventures and understands what participation in it will mean for the tenants of your facility. When looking for additional support, consider your public relations or marketing branch or the environmental committee if there is one. In any case, assigning specific personnel to particular tasks will ensure that roles and responsibilities are clear from the beginning and work is completed on schedule.

2.3 Getting Help from Your Energy Management Firm

➤ Once you have a general framework for telling your tenants about this exciting project, it's a good idea to meet with the chosen energy management firm to go over the areas of the communications plan that will need their help or support. If the firm could provide you with the following information as soon as possible, it would give you ample fuel for effectively communicating the essence of the program to your tenants:

- the results of the feasibility study in plain language format (e.g. all the lighting systems will be refitted with energy-efficient halogen lights; the heating system for the building will be converted from hot water to steam, etc.)
- the environmental equivalents of the work being done, using everyday comparisons tenants can relate to (e.g. after the retrofits, our building's energy demand will decrease 56,000 kilowatts - that's the equivalent of supplying power to 500 homes or planting 850 trees)
- a basic schedule of retrofits for the duration of the project (e.g. throughout January - lighting systems refitted, February to end of March - HVAC upgrades, first week of April - window glazing in cafeteria and laboratory D.)

If you are concerned about finding money in your communications budget to cover your printing costs, consider asking your energy management firm to include these costs in the energy retrofit contract. In addition, ask your energy management firm if they can supply you with products like energy-efficient lightbulbs or energy kits that you could use as prize giveaways during special events, raffles and other elements of your tenant awareness campaign.

Furthermore, it would be wise to establish a "communications liaison" with the energy management firm - that is, ask for someone from the energy management firm to be designated for you to contact when you have questions or need a hand. By dealing with one energy management firm representative throughout the project you will be able to establish a mutually beneficial working relationship, and minimize the potential for confusion by dealing with the same person each time. Once the liaison has been named, find out what their hours are, how to contact them quickly and easily when you need to (e.g. phone and/or pager numbers, fax numbers etc.). Keeping your liaison informed of your activities (e.g. giving them a copy of newsletter

articles, announcements etc.) as the project unfolds will also go a long way to maintaining a smooth relationship with the energy management firm.

2.4 Developing the Communications Plan

➤ A communication plan at the beginning of your project will save you a great deal of time in the future, guide you through the entire project, identify where you will need additional help, and plan for all eventualities. A written plan also provides you with the necessary tool to secure senior management support for your projects. Solid planning up front will also help minimize the potential for problems along the way, and provide a clearer picture of what to expect over the course of the Energy Ventures project in your facility.

2.4.1 Conducting a Communications Assessment

The first step in communications planning is to undertake a communications assessment. A communications assessment is an evaluation of how your organization communicates to its tenants/employees. It involves taking an "inventory" of:

a) the lines of communication that already exist for exchange of information between you and your tenants; and

b) how to access the existing lines of communication.

A communications assessment is a very worthwhile task to undertake. Why re-invent the wheel? If a communications opportunity already exists, it's much easier to build on it than to try and start something completely new.

2.4.2 Building on Existing Lines of Communications

By using existing lines of communication, you may find it easier to provide timely and accurate information to tenants in a format that they are familiar with and trust.

The following are examples of lines of communications that typically exist in organizations like yours, which can be used to get the message out to many employees at one time. If you have any of the following, begin thinking about how you could use them. Remember these are just a few of the many communications vehicles — your organization may have others.

- tenant committees (or any other formal committee that could be used to help pass along information)
- regular tenant and/or departmental meetings
- tenant or staff newsletters
- bulletin boards
- e-mail system, on-line networks
- paycheque stuffers
- public address system/intercom announcements

Now that you've got a good idea of some of the communications vehicles available in your facility, you will want to know how to access these vehicles later on in your employee awareness activities. Find out:

- Who is in charge? (e.g. If it's a newsletter, who's the editor? If it's a departmental meeting, who usually organizes it?)
- Are they willing to accept contributions? (e.g. Can you get a short message on the public address system or is it strictly for emergency use?)
- If outside contributions are allowed, ask the person in charge what format should they be in? (e.g. Should a newsletter article be submitted on disk to the editor? How short does a message for paycheque stuffers need to be? Can you provide handouts at a staff meeting or would it be better to have someone deliver the message in person?)
- Are there specific deadlines you should be aware of? (e.g. How often does the newsletter go out and how early do submissions need to be forwarded to the editor in order to be included in the next issue?)

Once you have this basic information, keep a record of it so you will be able to use all of the lines of communications available to you in your organization as effectively as possible later on.

2.4.3 Identifying Target Audiences

The next step in your communications assessment is to determine with whom you want to communicate, that is, your target audiences. Target

audiences are those groups that you are trying to reach with pre-determined messages or information.

Defining target audiences allows you to develop specific messages, activities and plans for each group. Your messages may differ depending on the intended audience. What you plan for employees or facility tenants, for example, could be different from what you plan for visitors to your facility.

There are two distinct types of target audience for an employee awareness campaign: internal and external. Internal audiences include those individuals who are an integral part of your organization. External audiences are those who, while sharing an interest in your organization's success, are not necessarily involved in day-to-day operations.

It is rare in the communications field that you will deal with a single audience. Even when it appears that way (e.g. "My audience is made up of the tenants of my facility"), closer examination usually turns up two or more sub-groups, each with unique characteristics, concerns and needs. By identifying all the groups, you can target your messages to speak to their distinct needs and greatly improve your chances for a successful awareness campaign.

Effective communication to external audiences is needed to showcase your facility's commitment to environmental responsibility and reducing energy consumption. This should help polish your facility's image and show how seriously the facility takes its responsibility to the community where it thrives.

But in order to render communication to external audiences truly effective, internal audiences must first be addressed. The internal audiences are important in their own right, because affecting changes in behaviour and attitude cannot be done successfully without the support and input of your facility's internal audiences. An example of the kinds of sub-groups you are likely to encounter for the Energy Ventures project are listed below, along with the reasons for wanting to reach them as part of your campaign.

Internal Audiences

- *Senior Management* - you will want to secure their "buy-in" (that is, encourage them to recognize the benefits of Energy Ventures and become involved with the program) and request their assistance in communicating the project to their staff
- *Building Management and Staff* - you will want to keep them fully informed and secure their assistance in answering questions about the retrofits as the program progresses

- *Special Committees* - you will want to inform the various committees you may have at your facility (such as the health and safety, environment, and tenant committees) after senior management but before individual tenants
- *Building Tenants* - you will want to inform this audience collectively, and secure the tenant's efforts to reduce energy consumption by educating them about ways to conserve energy in the workplace and the benefits of doing so

External Audiences

- *Visitors to the Building* - you may want to present the facility as an example of good environmental citizenship in your community
- *The Local Community* - you may want to inform the community to raise awareness of your facility's role in Energy Ventures and present your facility and its tenants as good environmental citizens (especially considering your tenants are part of the local community)
- *The General Public* - you may want to demonstrate that you are taking measures to render your facility more energy efficient by using the media

2.4.4 Goal and Objectives

Defining the goal and objectives of a communications plan is essential, as it allows you to clearly establish what you are trying to achieve. Once you know that, how you go about communicating it is that much easier.

More specifically, the goal is the final objective of a communications effort — in your case, you want to raise awareness of your facility's participation in the Energy Ventures. Establishing objectives refers to precisely defining "mini-steps" or achievements along the way that will help you to reach your goal. Here are the objectives that you will want to achieve as part of your energy efficiency awareness campaign:

- to promote the benefits of energy-saving technologies and practices through the education of target audiences in a comprehensive and easy-to-understand manner
- to secure tenant buy-in and participation in your Energy Ventures project
- to show the economic and environmental benefits of this project
- to initiate and maintain specific changes in tenant behaviour in order to maximize the benefits of energy-efficiency retrofits over the long term (e.g. turning off computers and lights when not in use)

Keeping these objectives in mind, the best approach is to release information in a controlled, ongoing manner, so you will be conducting "sustained communications". Sustained communications is more effective than overwhelming your audience with all of the information and messages at once. Given that part of the success of your energy efficiency retrofit will depend upon continued support from the tenants in the form of energy-efficient behaviour changes, this type of approach is all the more important.

2.4.5 Defining the Challenges

Defining the challenges involved in a communications undertaking is a very useful exercise, as it allows you, the communications planner, to anticipate, highlight and plan for any road blocks or red flags.

It's important to accept that in any communications effort there will be challenges along the way. They must be recognized and carefully taken into consideration when designing a tenant awareness campaign. Obstacles can be overcome much more easily when they are anticipated and understood in the early stages of communications planning. When trying to communicate your facility's role as an Energy Ventures participant, your challenges may include:

- achieving employee support for a program that provides few benefits that are tangible and direct to them;
- increasing the profile of the Energy Ventures Initiative and your facility with target audiences that have limited time and already feel inundated with information; and
- overcoming scepticism about the economic benefits of energy-efficient practices.

2.4.6 Important Messages

Once the main challenges and objectives of your communications plan have been defined and you have identified your target audiences, a number of key themes or "messages" should be defined.

Determining the key messages is helpful as it provide focus to the communications plan. (It also allows all players to clearly and succinctly express what participating in Energy Ventures means — increasing the likelihood that a consistent message will be delivered by all spokespersons, including yourself.)

Fortunately, messages are one element of communication over which you, as the writer/developer, have complete control. What you say and how you

say it will have a great deal to do with the success of your awareness campaign.

The information contained in your messages should try to strengthen and encourage a positive attitude toward participation in Energy Ventures. Presenting your tenants with accurate information about the many benefits of participating in Energy Ventures is key to the campaign. The following are the primary messages for the campaign that you will be aiming to convey to your audiences using the tools provided in this kit. (These are not the actual messages that go on print products, but they form the framework for developing specific messages later on, such as "Please turn off the lights when you leave".)

- Today's energy efficiency does not mean "freeze in the dark," but rather efficiency through effective technology.
- Energy performance contracting will improve a facility's bottom line, as off-balance-sheet financing is used to invest in customized building improvements without having to spend capital up-front.
- Energy Ventures can contribute to Canada's economic well-being by creating jobs in the private sector, environmentally beneficial work and a more highly skilled workforce.
- The environment wins with Energy Ventures because a more energy-efficient facility means a reduction in the amount of harmful emissions that contribute to global warming.
- By implementing energy retrofits, participants are helping to conserve precious energy and reduce the amount of fossil fuel resources consumed each year.
- Tenants have a key role to play in the success of the project and they should be proud of their efforts.

2.4.7 Communication Tools and Evaluation

The information contained in the "Construction" and "Post-Construction" sections detail the development and delivery of the actual tools that you will be using to raise awareness and change tenant behaviour. The tools form the "deliverables" of your communications plan, and they have been organized by project phase. For planning purposes, you will need to review these sections and select the tools that you feel will work best in your facility. You may choose all of the products and activities listed or only certain ones. However, you should select some from each phase so tenants will be consistently and constantly informed about their role in Energy Ventures.

2.4.8 Writing Up the Plan

Having worked your way through the binder to this point, you are now ready to write up your communications plan and develop the actual schedule of implementation. Based on the information in this binder, the outline of your plan should look something like this:

COMMUNICATIONS PLAN OUTLINE

1.0 Introduction — a brief review of why you intend to undertake tenant awareness activities

- 1.1 Results of the Feasibility Study — a brief review of the feasibility study (your energy management firm can provide you with this information)

2.0 The Communications Plan

- 2.1 Communications Assessment
- 2.2 Target Audiences
- 2.3 Goal
- 2.4 Objectives
- 2.5 Challenges
- 2.6 Messages

3.0 Communication Tools and Evaluation

- 3.1 Energy Management Firm Selection
  - 3.1.1 Newsletter #1
  - 3.1.2 Factsheet #1
  - 3.1.3 Survey #1
- 3.2 Pre-construction
  - 3.2.1 Tenant Meetings
  - 3.2.2 Newsletter #2
  - 3.2.3 Community Boilerplate
  - 3.2.4 Energy Days Special Event
  - 3.2.5 Large Poster
  - 3.2.6 Lightbulb Distribution
  - 3.2.7 Calendar
- 3.3 Construction
  - 3.3.1 Newsletter #3
  - 3.3.2 Small Poster
  - 3.3.3 Retrofit Signage
  - 3.3.4 Memo Pads
  - 3.3.5 Survey #2
  - 3.3.6 Stickers
  - 3.3.7 Tent Cards
- 3.4 Post-construction
  - 3.4.1 Small Poster
  - 3.4.2 Tent Cards
  - 3.4.3 Newsletter #4
  - 3.4.4 Taking Energy Home

4.0 Schedule and Timing

5.0 Budget — estimate of printing costs and where the dollars will come from

You will find copies of actual Energy Ventures employee awareness communications plans in Appendix E. By reviewing the documents, you will get a clearer idea of just how planning and implementation fit together. If you're feeling a little overwhelmed at this point, it may well be worth your while to look through that sample plan.

2.4.9 Printing Materials

Once you have written your communications plan, selected the tools you intend to use, and received the appropriate approval for your plan, you are ready to have your materials actually printed. Appendix A of this guide will give you more detailed instructions on the printing process. Given that printing usually takes three to six weeks, you should plan the printing process **now**, working delivery of materials into your schedule.

2.5 First Foray into Raising the Awareness of Tenants on Energy Efficiency!

➤ While you are developing and fine-tuning your communications plan, you can let tenants know about your commitment to Energy Ventures. Informing them up front lets your tenants:

- know about the existence of the project and your facility's anticipated role in it; and
- know that they are integral participants in the project right from the start, and not considered "after thoughts".

Here are some examples of tools you can use:

2.5.1 Newsletter Article #1

If there is a newsletter for tenants, use it! The following newsletter article will offer information to members of your target audiences about various aspects of Energy Ventures and your facility's participation in it. You may use this article in your tenant newsletter, staff newsletter, departmental newsletter or any other print publication you have at your facility. You should plan on several articles, which would be published over the months that the project unfolds. This newsletter article sample, like all of the samples provided in this guide, can be used "as is" by simply inserting the name of your facility or energy management firm where indicated in the text. Or, you may choose to add further text or edit the text as you deem appropriate for your facility.

Just send it to the editor in the appropriate format (i.e. on disk or on paper), and be sure to include your name and telephone number in case there are any questions. You will find a copy of this article on the included IBM-compatible disk, saved in the file "News.1".

ITEM: NEWSLETTER ARTICLE #1 - Introduction to Energy Ventures, using an energy performance contract
TIMING: PRE-ENERGY MANAGEMENT FIRM SELECTION
COUNT: 305 WORDS

Welcome to the Wonderful World of Energy Efficiency!

Advances in technology are making it easier to reduce energy costs in facilities like ours, while improving the quality of our work environment. Natural Resources Canada (NRCan) has developed an exciting venture that can make our industry and service sectors more competitive at home and abroad, while helping us protect our resources. So, we're proud to announce that *[name of your facility]* has joined NRCan's *Energy Ventures* . Energy Ventures is setting new energy management standards by coordinating cost reduction, energy management and environmental protection efforts.

Saving Energy Makes Cents!

As a participant in Energy Ventures, we will be working with an independent energy management firm to identify ways of saving money on our energy bills by upgrading older and inefficient operating systems in *[name of your facility]*. These upgrades will be paid for using the money that we save on the resulting energy bills. The environment also wins by our participation in Energy Ventures, because a more energy-efficient facility can reduce the amount of carbon dioxide released into the atmosphere. This is an important result of Energy Ventures, because by reducing carbon dioxide emissions, harmful global warming can also be reduced.

Once an energy management firm has been selected through competitive tender, these energy experts will conduct a feasibility study to examine the following areas in *[name of your facility]*:

- the design and condition of all energy systems, including lighting;
- the rate of air-flow, combustion efficiency and other variables;
- the standards of service and comfort, such as temperature and air quality; and
- the patterns of our water and energy use.

Once the feasibility study is complete, the installation of approved energy-efficiency measures will begin. This implementation phase may take up to a year, depending on the complexity of the work involved. Stay tuned for updates on this exciting initiative!

2.5.2 Factsheet 1

The following factsheet is one of a pair of factsheets that gives tenants "just the facts" about Energy Ventures itself. As with the newsletter article, you can send these to newsletter editors in your facility, as they may want to print all or some of the factsheet information as background material on the Energy Ventures Initiative.

You can also send this factsheet as required to anyone who requests further information on the program. You will find a copy of this factsheet on the print material disk, saved in the file "Fact.1".

ITEM: FACTSHEET #1 - What is Energy Ventures?
TIMING: PRE-CONSTRUCTION, using energy performance contracting
COUNT: 405 words

SAMPLE

The Energy Innovators

What is Energy Ventures?

Energy Ventures was created by Natural Resources Canada (NRCan) to assist Canadian organizations in improving the energy efficiency of their buildings and reducing their energy expenditures. This initiative strives to demonstrate leadership while building attitudes and behaviours that will help protect our resources. The initiative is also a part of Canada's aim to limit greenhouse gas emissions at 1990 levels by the year 2000.

How does it work?

Energy Ventures assists Canadian organizations in their energy reduction efforts through a number of ways. In our organization, we received guidance in selecting an energy management firm which will see the full implementation of our energy efficiency retrofit.

What does the energy management firm do?

The energy management firm's primary role is that of a technical expert. The energy management firm identifies ways to save money on energy bills and may arrange financing for the necessary upgrades with financial institutions or investors, using the money that will be saved by the resulting lower energy bills.

Can Energy Ventures help participants save money?

The economic benefits of Energy Ventures are potentially enormous. First of all, if an organization opts to postpone a retrofit project indefinitely (because of lack of capital funds or skilled staff), it continues to pay for the inefficient use of energy, and this can cost more in the long term. In addition, organizations participating in Energy Ventures can:

- lower their operating costs;
- free up capital resources allocated to maintenance and repairs for other needs; and
- increase flexibility to respond to budget cuts.

Is Energy Ventures environmentally-friendly?

The results of an organization participating in Energy Ventures go beyond energy savings and a reduction in operating costs. For example, reducing a facility's energy use will also reduce our contribution of carbon dioxide emissions; reduce consumption of natural resources; and help reduce the need for additional power generating plants.

How can I find out more about Energy Ventures?

Throughout the project we will be providing you with regular updates. However, if you would like more information right now, please call *[your facility manager]* at *[phone number]*.

3

Phase I
Pre-constructio

➤ The pre-construction phase extends from the time the energy management firm has been selected up until the retrofit work begins. There are many opportunities for communicating with your tenants during this phase, including announcing the selection of the energy management firm, letting tenants know the overall financial and environmental benefits of the project, as well as keeping them up-to-date on the work schedules.

3.1 Suggested Communication Tools Once the Energy Management Contract is Awarded

3.1.1 Internal Announcement

The following "all-tenant memo" can be used to announce that an energy management contract has been awarded. There is a copy of this memo on the enclosed print materials disk, saved in the file "Memo". You can use it "as is", or tailor it to your facility.

You will see that the memo briefly explains the planned upgrades and improvements to lighting, air and water systems, as well as how participating in Energy Ventures will prove beneficial to both the environment and the economy. You should also add in a time and a place for tenant meetings to explain further details and answer any questions people may have.

The memo is an easy way to communicate the basics of the program and prepare tenants for what is to come in their facility. Because the memo is signed by a senior manager, it will have the added credibility of coming "from the top".

ITEM: ALL-TENANT MEMO
TIMING: PRE-CONSTRUCTION
COUNT: 393 words

For All Tenants In *[your facility]*:

I am pleased to announce our participation in Natural Resources Canada's Energy Ventures Initiative. Energy Ventures will help to improve the energy efficiency of *[your facility]*, which will reduce operating costs, while at the same time reduce the amount of harmful emissions released into the atmosphere.

As participants in Energy Ventures, we have selected *[name of energy management firm]*, an energy service company that is an expert in the field of energy management. *[Name of energy management firm]* is showing us how to cut our energy bills and reduce our impact on the environment by modernizing older and inefficient systems at *[your facility]*. These upgrades will be financed by *[name of energy management firm]*, and paid for using the money saved on the new lower energy bills!

These retrofits can go a long way towards improving the quality of our work environment. For example, the installation of an energy-efficient lighting system will not only save energy and money, it will also increase illumination and match lighting to tasks more effectively. Improvements to the building envelope, such as window glazing or shading, can reduce the sun's glare in summer and improve the building's ability to hold heat in winter. Furthermore, new ventilation systems can boost our indoor air quality. And these are just a few of the many benefits of this energy-efficiency program we can look forward to.

Energy Ventures is a program whose time has truly come! The retrofitting of *[your facility]* has opened a new and exciting energy era for facilities like ours. Energy Ventures has given us a unique opportunity to act and to lead.

As this program unfolds, we will be maintaining a consistent and open flow of information to all tenants, so you will be informed about all of the improvements occurring in your workplace. We look forward to sharing the many benefits of this program with you as we re-define the leading edge of environmental action.

As Canadians, we should consider the environmental impact of our energy use and change our behaviour accordingly. Therefore, I ask for your patience and cooperation during the transition phase while the retrofits are taking place around *[your facility]*. In the meantime, we can all be proud of our contribution as we show leadership by example and forge ahead into a new age of efficient and environmentally conscious energy use!

[Name and official title of senior management head, e.g. General Manager etc.]

3.1.2 Tenant Meetings

Organize meetings with your tenants to explain the project details, the planned retrofit schedule, and the benefits of participating in the program. Have one of the energy management firm's representatives present to answer any technical questions and let your tenants know about the firm's staff who will be on location doing the actual retrofits.

Small group meetings are an ideal time to inform employees and tenants about the retrofits and encourage their participation. Many tenants can be reached at one time, and the meetings also provide an opportunity for two-way communication between your tenants and Energy Ventures representatives. If your tenants have additional questions or concerns, they can be addressed immediately. You may wish to organize several smaller meetings by tenant, by floor or wing — whichever is most appropriate for your facility.

If you have a particularly large facility, you may wish to brief senior management and ask that they in turn brief their staff. It is advisable to meet with senior management from your tenant departments first, and engage their assistance in arranging meetings with their staff.

As well, you should meet with any special committees or staff group that exist within your facility, e.g. health and safety, environment, and union leaders. These special committees will be key allies in your tenant awareness campaign: it is important to meet with them and provide them with as much information about the retrofits as possible. Both the health and safety committee and union representatives might be especially concerned about changes to the facility, so they should be singled out for a thorough presentation of the facts and details of your retrofit work. Through consultation, they will be made to feel a part of the process of change, and may also be in a position to make valuable contributions to the project.

3.1.3 Tenant Awareness Survey #1

At this point, conducting a short survey will allow you to plan your communications activities more effectively and make adjustments, if necessary, based on the results you receive.

The survey is the first part of a two-step process: Survey #1 should be conducted before the retrofits begin, and Survey #2 should be conducted mid-way through the retrofits' installation. From the results of the survey, you will be able to determine the overall level of the tenants' awareness regarding your energy efficiency initiatives, and understanding of your facility's participation in Energy Ventures.

The surveys were created using a combination of exploratory and descriptive research methods. That is, the survey design allows you to measure and report the characteristics of your target audience (your facility's tenants), and to develop methods that you can use to more effectively communicate with them.

Here are guidelines for conducting the surveys:

- Survey #1 is to be conducted before the retrofits begin, and after some preliminary communications activities. Survey #2 is to be conducted halfway through the retrofit implementation. (Details on Survey #2 later in this guide.)
- You may use these surveys as is, or alter them to suit your particular needs.
- If a department is connected by an on-line network (e.g. e-mail), send the survey electronically.
- Photocopy enough surveys for at least 30 percent of the total number of tenants in your facility (you may wish to survey more tenants if you're able). The higher the percentage of tenants you survey, the more accurate your survey is likely to be.
- Bundle the surveys into smaller groups and distribute them to department heads, senior management and/or anyone who can then give them out to the tenants they supervise.
- Explain to the supervisors that they should hand out all of the surveys they are given to randomly selected workers in their area at the beginning of the workday. Randomly selected means to spread the surveys around to get a good cross-section of various types of workers, instead of handing them out to one group of people.
- The supervisors should also explain to respondents that the survey is to be completed individually, and that it should only take a few minutes to do. The rest of the instructions for respondents are clearly outlined in the cover page memo and the survey itself. Supervisors should request that the surveys be completed and returned to them by noon of the same day that the surveys are given out.
- You should request that the supervisors collect and return all completed surveys from their departments back to you in **no more than three days**. In fact, if possible, you should try to complete the whole survey process over the course of a single day, to limit the possibility of respondents talking about the survey and influencing the results.
- You may also want to set up a booth or table in the lobby, cafeteria or some other high-traffic area. Staff the booth over the lunch hour and be sure there's room for respondents to complete and return the survey on the spot. Be sure to have pens on hand for respondents to use.

- It is not necessary to survey everyone. You should ensure that different **types** of tenants are surveyed, as friends and/or workers from the same department will tend to have similar levels of awareness. Ultimately, you want to feel confident that you have a reasonably accurate portrait of the tenant population in your facility.

You will find a copy of this survey on the enclosed print materials disk, saved in the file "Survey.1".

ITEM: EVALUATION/ASSESSMENT SURVEY #1
TIMING: PRE-CONSTRUCTION
(after first newsletter article & tenant memo)

[COVER PAGE FOR BOTH SURVEYS]

Dear *[your facility]* Tenants:

We want your opinions! This short survey won't take up much of your time and it is very important to get a true sense of how best to provide you with information about an upcoming project.

You don't need to reveal your name, and complete confidentiality will be maintained. So, please, take five minutes and help us to communicate better.

Thank you for your cooperation. Please note that the results will take some time to compile, but they will be made available to interested individuals.

Sincerely,

[Name and official title of Facility or Building Manager]

Survey to Tenants #1:

Your opinions are valuable to us — and we need your help to communicate better. Thank you for taking the time to complete this important survey!

Please read the following questions carefully and answer them to the best of your ability.

1. Do you know that energy-efficiency improvements are going to take place here at *[your facility]*? (Please check one.)

   ☐ Yes ☐ No (If No, please skip to #11)

2. If you answered Yes to #1, and you are aware of the upcoming energy-efficiency improvements, how did you hear about them? (Please check as many as apply to you.)

   ☐ newsletter ☐ co-worker
   ☐ supervisor ☐ announcement
   ☐ sign/poster ☐ other (please specify) _____

3. Do you know why these improvements are taking place and/or what the benefits will be? (Please check one.)

   ☐ Yes ☐ No (If No, please skip to #5.)

4. If you answered Yes to #3, please list as many benefits as you believe will result from these improvements:

   _____

   _____

   _____

   _____

   _____

5. Are you concerned that these energy improvements may disrupt your work in any way? (Please check one.)

   ☐ Yes ☐ No (If No, please skip to #7.)

6. If you answered Yes to #5, please list the kinds of disruptions you are concerned about:

   _____

   _____

   _____

   _____

   _____

7. Do you feel you have received enough information about these energy improvements? (Please check one.)

☐ Yes (If Yes, please skip to #9.) ☐ No

8. If you answered No to #7, what other information would you like to receive? Please list as many other kinds of information as you can.

_____

_____

_____

_____

_____

9. Would you like to receive updates on the progress of the retrofits? (Please check one.)

☐ Yes ☐ No (If No, skip to #11.)

10. If you answered Yes to #9, about how often would you like to receive these updates? (Please check one.)

☐ Weekly ☐ Bi-monthly

☐ Monthly ☐ Quarterly

11. In general, which methods do you prefer for receiving *[facility]*-related information? (Please check as many as apply to you.)

☐ E-mail ☐ Newsletter

☐ Memo ☐ Bulletin Board

☐ From Supervisor ☐ At a Meeting

☐ Other (please specify) _____

12. Is there anything else you would like to add about communicating energy-efficiency issues at the office? Your comments and suggestions are welcome below.

_____

_____

_____

_____

_____

_____

_____

Thank you for your participation in this survey. Your feedback will help us to ensure the energy improvements are completed as smoothly as possible and with the maximum benefit to both *[your facility]* tenants and the environment. Keep your eyes peeled for further updates on our progress!

3.2 Communication Tools for Use Once the Feasibility Study Begins

➤ Once the energy management firm has been selected, a feasibility study will be conducted to determine the exact scope of work required to energy retrofit your facility. By considering the specifics of the facility's structure, age, location and so on, the feasibility study will give you very detailed information about the nature of the retrofits that will be occurring in your facility. The following tools are designed to communicate this information to tenants so they will know how the retrofits will impact their workplace.

3.2.1 Newsletter Article #2

The following newsletter article is the second in the series. It is designed to convey information about the feasibility and assessment study to tenants.

By including articles regularly in your in-house newsletter, your tenants will have more opportunities to read about Energy Ventures and your facility's role in more detail. In addition, a series of articles is useful for trying to inform and motivate non-participants, as well as those tenants who may be brought into your facility at a later stage.

As with the first article, send it to the editor along with the name and phone number of a contact person if there are any questions. If you can, include an estimated timetable of the feasibility and assessment activities (get this from the energy management firm). You should also announce the details of upcoming activities, such as your "Energy Days" special event (see the section entitled, "Energy Special Event" for further details). You will find a copy of this article on the enclosed print materials disk, saved in the file "News.2".

ITEM: NEWSLETTER ARTICLE #2 - feasibility study results
TIMING: PRE-CONSTRUCTION
COUNT: 300 (not including your facility's retrofit schedule)

The Results Are In...Energy Efficiency Here We Come!

The results are in from our energy service company *[name of your facility's energy management firm]*'s feasibility study of *[name of your facility]*'s current level of energy efficiency. Here's what they did:
[note - select those that apply to your facility]

- an extensive physical inspection of the design and condition of all energy systems;
- a measurement of air-flow rates, combustion efficiency and other variables;
- a review of standards of service and comfort (e.g. existing temperature and air quality standards); and
- an analysis of water- and energy-use patterns using computerized simulation models.

(We have the actual results if you're really interested!)

Now that they have a clear picture of *[name of your facility]*'s existing level of energy efficiency and what needs to be done in order to improve this level, the installation of approved energy-efficiency measures is set to begin. Here's an example of the kinds of efficiency upgrades that *[name of your energy management firm]* recommends: *[note - select those that apply to your facility]*

- installation of high-efficiency lighting and energy-saving ballasts;
- installation of automatic controls for heating, air-conditioning and lighting systems;
- variable-speed drives on motors and pumps;
- ventilation or air-system design changes;
- heat pumps and/or exchangers;
- building envelope retrofits; and
- increasing boiler plant efficiency and boiler tune-ups.

[Name of energy management firm] estimates that the installation of these retrofits will take approximately *[insert time estimate]* to complete. Here's a look at the schedule for improving our energy efficiency:

[insert estimate of schedule/timing of retrofits in your facility]

Because we want to keep you informed about the impact of these retrofits, keep watching for the latest news on the progress of these exciting changes taking place to improve the quality of your working environment.

3.2.2 Energy Special Event

Hosting a kick-off activity like "Energy Days" provides an excellent opportunity for you to relay a lot of information in a relatively short period of time in a relaxed and casual setting. It will allow you to raise awareness of your facility's participation in Energy Ventures, and to demonstrate that individuals working together can take action to improve

energy efficiency in the workplace while benefitting the environment. Such an event could inspire tenants to become more involved in Energy Ventures.

Here's What the Event Could Look Like: Energy Days could consist of displays about your facility's participation in Energy Ventures. The displays will give background information about Energy Ventures itself, and provide details about the retrofit work planned for your facility and what that work will mean for both effective energy management and the environment. You may wish to invite your energy management firm equipment suppliers (their lighting supplier, for example) and your local utilities to participate in Energy Days and set up their own displays, ask them to provide a staff member to answer any questions people might have when they visit the display. The displays could be set up in the lobby, common area, or wherever you feel there is the most traffic in your facility. Your energy management firm or the utilities may be interested in offering short seminars or workshops on subjects related to energy efficiency (e.g. "Three easy steps to saving 30 percent on your home heating bill").

Planning and Preparation for the Event: The essential ingredient for producing (and benefitting from) a special event like Energy Days is careful planning. Your special event — no matter how innovative it may sound when it's conceived — can lead to disappointment if great care is not given to the planning stage. The overall purpose of the Energy Days event is to draw the attention of your target audiences, primarily your tenants.

You can have materials available at each display for people who want more information (photocopies of the newsletter articles and/or factsheets printed to date would work well). You can also request information on home energy efficiency from Natural Resources Canada. A list of currently available publications can be found in Appendix D. The participating utilities and suppliers should also be encouraged to provide any literature they may have on energy efficiency and related topics.

Begin the preparation for Energy Days at the earliest possible moment. (Remember, it's easier to slow down than to speed up.) In order to plan, manage and implement the event, you may wish to set up a special "mini-committee" of people to help you. This group could include your energy management firm liaison, as well as representatives from local utilities and energy equipment suppliers whose organizations will have displays during the event itself. In planning any special event, large or small, it is important to have a managing group that will be ultimately responsible for the event, and is authorized to make decisions in a timely manner.

Work with this group to plan the event. Explain some of your ideas on how you would like the event to unfold, and what you hope to accomplish. Suggest that each member take responsibility for one or more of the displays, and that they establish a schedule of who will be staffing the booth over the course of the event. Determine who would like to offer mini-seminars or workshops and what the topics will be. Also determine when and where the seminars should be held. (In a separate room nearby or directly in front of a related display? Once a day or twice during the course of the event?)

Consider offering "viewer incentives", such as raffles, small quizzes, and random draws, at some of the displays. The prizes should relate to energy efficiency and could be provided in part by the suppliers and participating utilities (e.g. a provincial hydro sweatshirt, an energy-efficient lightbulb, a free assessment of your home's energy efficiency).

Planned effectively and with enthusiasm, Energy Days can be a colourful and dynamic event that will attract staff to the main lobby area and provide a context appropriate for dissemination of various forms of energy information, particularly information about your facility's participation in Energy Ventures.

3.3 Communication Print Products

➤ In Appendix B you will find camera-ready artwork on disk for all the visual products. The term "camera-ready" simply means that a product has already been formatted for actual printing — you just give the disk to your printer and they will take it from there. (If your facility does not already have a preferred printer, you can find more information about selecting and dealing with printers in Appendix A.)

You will notice that the various print products all feature a similar "look". An entirely new design was developed for Energy Ventures products. The design is simple, bold and focuses on the idea of **energy** (represented by the sun), **facilities** (represented by the building) and **the cooperation of individuals** that make it all work together (represented by the silhouettes of human faces).

This design is featured on all of the printed material. This helps to create a unique **program identity**. Once your tenants become more familiar with Energy Ventures, this design will immediately identify a product (a poster, for example) as part of the overall project. Note that all of the materials are printed in one colour. This is because the

bold design is more striking in a black and white format, and the added benefit is that it's less expensive to print and consumes less energy than if they were printed in more than one colour. As well, given the abundance of visual "noise" in most workplaces, a black and white poster is more likely to stand out.

During this phase you will be using the large poster, lightbulb wrap, and calendar. Below you will find a description and illustration of each product, as well as guidelines for their implementation.

Please note: All occurences of the term "Program Initiative" found on the camera-ready artwork (CRA) diskettes should be customized to suit your program venture (i.e., Energy Innovators or Federal Building Initiative).

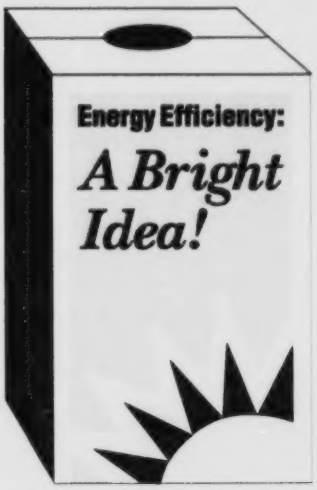
3.3.1 Large Poster

This unique poster features the program identifier and is intended to attract attention and raise awareness about your facility's participation in Energy Ventures. This poster should be put up in high-traffic areas (such as the cafeteria, lobby area, bulletin boards, and in elevators) just before Energy Days, and posted at your facility's own display during the actual Energy Days event. The poster serves as an "announcement" of Energy Ventures to employees and tenants, and a reminder about the project each time they see it.

3.3.2 Lightbulbs

This specially designed Energy Ventures cover symbolizes the move toward effective and comprehensive energy-management practices. The novelty packaging offers the recipient essential information about participation in Energy Ventures. Instead of giving everyone a

traditional brochure, giving them something unique and useful will grab their attention more effectively. These lightbulbs could be handed out during Energy Days, energy seminars/workshops or at the tenant meetings.



You may wish to approach your energy management firm representative to see if they would be willing to supply you with some low-wattage lightbulbs. Once you have secured the amount of lightbulbs you think you will need, the lightbulb cover (camera-ready artwork, on disk, for the cover can be found in Appendix B) can be affixed around the lightbulb package. To affix the cover, simply fold it around the lightbulb package and seal the ends with a black sticker dot (available from any stationery store).

3.3.3 Calendar

In Appendix B you will find the artwork disk with a template for the calendar, complete with energy-efficiency messages. This year-long calendar can be customized for your facility. There is space to provide photos of areas to be upgraded, tenants involved in Energy Ventures, and your energy management firm conducting the feasibility study etc. Beside the photo space you can add quotes from the people in the photos about the nature of their involvement in Energy Ventures. If you wish, you may use photos from local photographer or from your local newspaper's photo archives.

These calendars can be a practical, personalized and useful tool for providing relevant energy information, such as energy-conservation tips. The fact that tenants may often refer to the calendar as part

of their daily work routine means they will be exposed more frequently to these helpful energy-efficiency messages and tips. The more frequently tenants are exposed to these messages, the greater the chances that they will alter their attitudes and behaviour on a long-term basis. The very act of taking the on-site photos might also help raise awareness among your tenants.

You may wish to approach the communications branch of your department or one of your tenant departments to assist with the photography. You will need 12 photographs of your facility — some suggestions for photo content include:

- boiler room/furnace
- ceiling lighting system
- windows/door
- wall lights
- computer terminal
- cafeteria
- energy management firm team
- shade trees
- electrical panel
- a typical worker in action at your facility
- most senior official in your facility

4

Phase II
Construction

➤ The construction phase begins when the energy management firm starts formal installation of the retrofits recommended in the feasibility study, and ends when all the retrofits have been completed.

4.1 Retrofit Work Begins

4.1.1 Public Launch

You may wish to launch the start of retrofits by publicly announcing your facility's commitment to energy efficiency by issuing a press release to local area media and sending a pre-written article to community newspapers. For extra details on public launches, see NRCan's publication *A Guide To Public Launches*.

4.1.2 Using Community Newspapers for Your Launch

Like newsletters, community newspapers are cost-effective tools for getting the word out about your Energy Ventures participation. Distribution for community newspapers is generally widespread and the readership is representative of the general public. As well, people want to know "who is doing what" in their community. These publications tend to be understaffed and eager for new material, so providing them with a pre-written, ready-to-use article (known as a "boilerplate") increases the likelihood that the publication will run it.

The community newspaper boilerplate will introduce the general public and your local community to the overall aim of your energy-efficiency program in varying degrees of detail. You may also want to use this article in your facility's tenant/employee newsletter(s).

Remember that your tenants are part of the local community. Reading about their facility's positive activities in their community newspaper will reinforce the messages you have been sending them through the internal awareness-raising campaign.

You can also send your boilerplate article to journals across the country. A list of trade journals can be found in Appendix C. When sending your article, be sure to include your name and telephone number in case the publication is interested in getting more information, possibly for a feature article.

"Boiler.1" on the enclosed print materials disk is a sample of an article. You can use it or write your own. Your energy management firm should be able to provide you with the energy savings numbers to plug into the blank spaces.

[Your Facility] *Partnership Promises Big Savings for the Economy and the Environment*

A new partnership forged between Natural Resources Canada (NRCan) and *[your facility]* aims to improve the energy efficiency of the facility and cut its energy bills, while building attitudes and behaviours that will help protect our natural resources.

Initiative Has Positive Impact On Our Community

[Your facility]'s new partnership has many benefits for our community and the surrounding environment. For example, the partnership will help cut *[your facility]*'s annual demand for power from local sources by *[x]* percent — that's enough to power *[x] [your community]* homes. The partnership will also reduce *[your facility]*'s use of electricity by *[x]* percent, which means the removal of over *[x]* tonnes of pollution from the air we breathe. In fact, it would take *[x]* trees to absorb the amount of harmful emissions saved!

To reach these goals, *[your facility]* has joined NRCan's Energy Ventures, a program that is setting new standards in the field of energy management by coordinating energy efficiency and environmental protection efforts in government buildings.

Initiative Will Pay For Itself

As a participant in Energy Ventures, *[your facility]* is working with *[your energy management firm]*, an independent energy management firm, to identify ways to save money on energy bills by modernizing the existing systems. *[Your facility]* then uses a third-party financing arrangement to pay for the upgrades using the money that is saved on the resulting lower energy bills.

Initiative Is "Environmentally-friendly"

The environment also wins with this new initiative, as a more energy-efficient facility can reduce the amount of harmful emissions contributing to global warming that are released into the atmosphere. In addition, the upgrades may provide *[your facility]* with a more comfortable indoor environment. Energy Ventures is a good example of the public and private sectors' cooperation in reducing our harmful impacts on the environment.

Ultimately, by implementing the energy upgrades offered through Energy Ventures, participants like *[your facility]* are helping to conserve precious energy and reduce the amount of fossil fuel resources consumed each year. After all, in the long run it costs more to waste money than to use it wisely.

4.1.3 Retrofit Poster

Using the artwork disk found in Appendix B, have your printer output the retrofit poster. You can then mount the poster onto cardboard and post it on an easel and move the poster to wherever energy retrofit work will next occur, to advise tenants of potential disruptions. By highlighting the actual work in progress, key audiences will be exposed to a visual and tangible aspect of how Energy Ventures works and will see your facility's commitment to energy efficiency in action. Tenants will feel more informed about what is going on around them, and will be more likely to focus on the benefits of the retrofits instead of any disruption the retrofits may cause during installation. In addition, forewarning your tenants means they will be able to plan their work day around any interruptions, noise or other inconvenience.

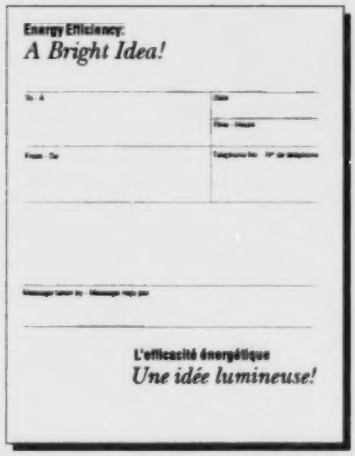
4.1.4 Small Posters

A "camera-ready" small poster can be found on the disk in Appendix B and is ready for printing. Post this mini version of the large poster anywhere that a specific behaviour is required (e.g. by light switches in washrooms and near photocopiers). Look on the back of the poster for suggested messages you can write in the space provided on the front of the poster. These posters are intended to prompt a change in behaviour, so they should be posted right where the behaviour itself occurs. For example, if the message is "Check settings before you begin copying to avoid wasting paper", then the poster should obviously go beside the photocopier.

4.1.5 Tent Cards

"Camera-ready" tent card artwork can be found on disk in Appendix B and is ready for printing. Tent cards can be displayed on cafeteria table tops, lobby tables, computer monitors/printers and the like. You can select a message from the back of the tent card, or write your own message on the space in the front. Try to highlight your facility's progress in conserving energy, saving money, reducing emissions, and other Energy Ventures benefits. These cards are intended to provide information about Energy Ventures and updates on the progress of the retrofits. They also serve as reminders to tenants and aim to encourage their participation based on reports of their success to date.

4.1.6 Memo Pads



"Camera-ready" memo pad artwork can be found on disk in Appendix B and is ready for printing. These handy memo pads, made out of reused* or recycled paper, serve as an everyday reminder of participation in Energy Ventures. You can hand them out during the Energy Days event, once the retrofits actually begin, or anytime you think appropriate for a free "mini-information booster". *[*If your facility has a paper recycling program in place, you can separate paper that has only been used on one side and send it to the printer for use in making the pads. Be sure that confidential material is not included.]*

4.2 Throughout the Retrofit Installation

4.2.1 Tenant Awareness Survey #2

By conducting this second assessment survey, you can test the effectiveness of your communications efforts to date and make mid-course adjustments, if necessary, based on the results you receive. In addition, you will have a better idea of the overall level of your tenants' awareness and understanding of your facility's participation in Energy Ventures. As with the first survey, by distributing and conducting the survey, tenants are sure to become more aware of the retrofits and your facility's participation in Energy Ventures.

The results you receive from conducting this second survey will assist you in determining how best to keep your tenants informed and involved for the remainder of Energy Ventures. The first survey provides a starting base for measurement of awareness, against which you can compare the results of this mid-construction survey. You will find a copy of this survey on the enclosed print materials disk, saved in the file "Survey.2".

ITEM: EVALUATION/ASSESSMENT SURVEY #2
TIMING: MID-CONSTRUCTION (6 months after retrofits begin)

[NOTE: Don't forget to use the same cover page letter as you used for Survey #1]

Tenant Survey #2:

Your opinions are valuable to us — and we need your help to communicate better. Thank you for taking the time to complete this important survey!

Please read the following questions carefully and answer them to the best of your ability.

1. Were you aware that energy-efficiency improvements have been taking place here at *[your facility]*? (Please check one.)
   ☐ Yes ☐ No (If No, please skip to #11)

2. If Yes, how were you made aware of these energy upgrades? (Please check as many as apply to you.)
   ☐ newsletter ☐ co-worker
   ☐ supervisor ☐ announcement
   ☐ sign/poster ☐ other (please specify)_____

3. While energy retrofit work has been taking place, has your workplace been disrupted in any way? (Please check one.)
   ☐ Yes ☐ No (If No, please skip to #5.)

4. If Yes, please specify the disruptions below:

_____

_____

_____

_____

_____

5. Are you aware of the reasons for the energy improvements? (Please check one.)

☐ Yes ☐ No (If No, please skip to #7.)

6. If you answered Yes to #5, please list as many reasons as you can think of below.

_____

_____

_____

_____

_____

7. Do you feel you received enough information on the energy-efficiency improvements? (Please check one.)

☐ Yes (If Yes, please skip to question #9.) ☐ No

8. If you answered No to #7, please list other kinds of information you would have liked to have received.

_____

_____

_____

_____

_____

9. Would you like to receive further updates on the impact of the energy savings and other benefits of the retrofits? (Please check one.)

☐ Yes ☐ No (If No, please skip to question #11.)

10. If you answered Yes to #9, about how often would you like to receive these updates? (Please check one.)

☐ Bi-weekly ☐ Monthly

☐ Quarterly ☐ Annually

11. In general, which methods do you prefer for receiving *[facility]*-related information? (Please check as many as apply to you.)

- ☐ E-mail
- ☐ Memo
- ☐ From Supervisor
- ☐ Other (please specify) _____
- ☐ Newsletter
- ☐ Bulletin Board
- ☐ At a Meeting

12. Is there anything else you would like to add about communicating energy-efficiency issues in your workplace? Your comments and suggestions are welcome below.

_____

_____

_____

_____

Thank you for completing this survey. Your answers will help us determine whether the new equipment and services are performing as expected and if you were adequately informed of the retrofits in advance.

Optional Supplemental Questions:

You may wish to add further questions that delve into awareness of specific energy improvements. The following is a sample of the kind of supplemental questions you may wish to add to the mid-construction survey for your facility. (Note: Lighting is the element highlighted in these sample supplemental questions, although other subjects that you may find appropriate to include in to your mid-construction survey are air quality and/or temperature.)

13. Since the energy-efficient lighting improvements were implemented, has the **quality of light** in your work area... (please check one).

- ☐ improved
- ☐ stayed the same
- ☐ worsened

14. Has the **level of light** in your work area...(please check one).

- ☐ increased
- ☐ stayed the same
- ☐ decreased

15. Are you generally satisfied with the **current lighting** in your work area?

- ☐ Yes
- ☐ No

16. If you answered No to #15, please explain below why you are not satisfied:

_____

_____

_____

_____

_____

4.2.2 Tent Card Updates

Periodically, you should update the information you put on the tent cards by covering up the old message with white mailing labels and writing in a new message that lets tenants know how the project is progressing.

4.2.3 Factsheet #2

The following factsheet is the second of the pair of factsheets designed to give readers "just the facts" about certain aspects of Energy Ventures. The format is very similar to Factsheet #1. However, while the last one dealt exclusively with background of Energy Ventures itself, this one details how the initiative helps a wide variety of Canadian organizations to reduce their impact on the **environment**. You will find a copy of this factsheet on the enclosed print materials disk, saved in the file "Fact.2".

ITEM: FACTSHEET #2 - Energy Ventures and the Environment
TIMING: DURING CONSTRUCTION
COUNT: 310 words

Energy Ventures and the Environment

The *Energy Ventures* is a unique energy management program created by Natural Resources Canada (NRCan). Energy Ventures is designed to help organizations like ours improve the energy efficiency of our facilities and reduce energy costs, while addressing the harmful impacts of energy use on the environment.

A wide range of environmental problems such as global warming, acid rain and ozone-layer depletion can be linked to energy use. Our participation in Energy Ventures will assist us in reducing our energy consumption, and play an important role in reducing the environmental impact of our workplace.

Once all Energy Ventures upgrades are completed, our facility will be more energy efficient and our energy use will have less of an impact on the environment. In fact, after the upgrades, our building's energy consumption will decrease by *[x]* percent, which will save approximately *[x]* tonnes of carbon dioxide emissions from being released into the air we breathe — forever. These energy savings are the equivalent of providing power to *[x]* homes! *[Note: your energy management firm can provide you with the percentages for insertion above.]*

Ultimately, a reduction in carbon dioxide emissions and other pollutants can add up to make a substantial positive impact year after year.

4.2.4 Newsletter Updates

Send in a new newsletter article before the submission deadlines of each of the newsletters or bulletins you identified during your earlier inventory of lines of communication. The following newsletter articles give "progress reports" on the retrofits and provide some tips to help conserve energy at work and at home. By seeing these updates every time a newsletter is published, tenants will be reminded of their participation in Energy Ventures and encouraged to continue doing their part to reduce energy consumption. The following newsletter articles can also be found on the enclosed print materials disk, in the files "News.3" and "News.4".

ITEM: NEWSLETTER ARTICLE #3 - progress report/energy days update
TIMING: DURING CONSTRUCTION
COUNT: 250 WORDS

Extra! Extra! Read All About It!

Successful Energy Days Leads the Way to Energy Efficiency!

[Insert dates of your facility's Energy Days] was a week bursting with energy here at [your facility]! Our Energy Days featured a variety of informative displays about energy use and different ways to conserve energy both at work and at home. Approximately *[estimate of attendance]* people came out to learn more about our participation in the Energy Ventures Initiative and see how new technology is providing opportunities to reduce energy costs while at the same time helping to protect our precious natural resources.

Join Our Watt-loss Program Today!

If you missed this event, here's a list of the kinds of things you can do to become more energy efficient around the office:

- Turn off your computer (or at least your monitor) when you leave the room.
- Turn off your lights when you leave the room.
- Take the stairs instead of an elevator.
- Photocopy only what you need and check the settings before you begin copying to reduce potential mistakes.
- Select less energy-intensive equipment (e.g. an inkjet printer versus a laser printer).
- Encourage your colleagues to help out.

If you have other ideas to save energy at work, send them to us care of this newsletter and we'll publish them in our next issue. Watch for further updates on our progress toward greater energy efficiency and remember: in the long run it costs more to waste energy than to use it wisely.

ITEM: NEWSLETTER ARTICLE #4 - progress report/work to date
TIMING: DURING CONSTRUCTION
COUNT: 190 (not including your facility's list of retrofits to date)

The Light at the End of the Tunnel Appears — and It's a Compact Fluorescent!

It's full steam ahead for the energy retrofits that are under way here at *[name of your facility]*.

So far, approximately *[insert estimated percentage]* of the upgrades have been completed, and we can see the light at the end of the tunnel. Here are just some of the changes that have been made to improve the energy efficiency of *[name of your facility]* to date:

[insert list of retrofits completed]

The rest of the upgrades should be finished by *[estimated date of retrofit completion]*, and we will be left with a facility that is more energy efficient and has a less harmful impact on the environment. In fact, once all the retrofits are finished, we will reduce our building's energy consumption by *[x]* percent, and save approximately *[x]* tonnes of carbon dioxide emissions from being released into the air we breathe — forever. These energy savings are the equivalent of providing power to *[x]* homes. So in the meantime...save energy, save money, and help save the planet! *(Note: your energy management firm can provide you with the percentages for insertion above)*

4.2.5 Small Poster Updates

Periodically, you should update the small posters by covering over the old information with white mailing labels and writing in a new message. By changing the information on the posters, they will have a greater chance of sustaining tenants' attention over a longer period of time and provide an ongoing reminder of participation in Energy Ventures.

4.2.6 Stickers

These colorful stickers feature the Energy Ventures logo. You may place the stickers anywhere you deem appropriate to identify your facility as an official participant in Energy Ventures. The stickers have been uniquely produced so you can stick them in front windows, offices, washroom mirrors etc. The stickers serve as a clear and simple reminder of Energy Ventures and its objectives to reduce costs and environmental impact. Tenants, staff and employees alike will feel like "official participants" and will be encouraged to modify their attitudes and behavior accordingly.
If you are interested in obtaining these stickers, please contact Energy Ventures Division at: FAX: (613) 947-4121

5

Phase I
Post-constructi

➤ This phase is marked by the completion of all on-site construction and the beginning of monitoring of the work. Working closely with your energy management firm, you will want to make sure you are given regular progress reports that indicate energy, environmental and economic savings. You will need this information to provide your tenants with progress reports, facts and figures.

During this phase, your aim is to provide your tenants with ongoing information to sustain their interest and encourage continued participation in the Energy Ventures Initiative. By continuing to highlight the successes of the program, you will be reinforcing tenants' behaviour change, which is instrumental to the success of the retrofits over the long term.

In addition, sustained communications should encourage tenants to "take the message home" — that is, use what they have learned over the course of Energy Ventures about energy efficiency in the workplace to practice the same behaviour changes at home. (More on this later in the sections entitled, "Taking Energy Efficiency Home" and "Promoting Energy Efficiency at Home".)

5.1 Progress Reports

➤ Your energy management firm will provide you with monthly billing information. This statistical data can be organized into a box of "Fast Facts" that you can forward to tenant newsletter editors for publication as you have done the past. If you wish, you might also arrange this information into a different "at-a-glance" format, such as a bar graph or pie chart. In any case, this information should provide you and your tenants with a sense of your facility's progress in terms of reduced energy consumption, reduced impact on the environment, and dollars saved.

You may consider sending progress reports on a regular basis to senior management and/or facility headquarters. The reports do not have to be long; their purpose should be to keep senior management abreast of how the retrofits are progressing, and exactly what the benefits of participating in Energy Ventures have been to date. (You may want to include your box of "Fast Facts" with the progress reports.)

These reports will reinforce your financial and environmental messages, and the principles of responsible management practices with senior management in your facility. As well, they will serve to remind this important target group of the benefits of your facility's participation in Energy Ventures.

5.2 Taking Energy Efficiency Home

➤ You can use the post-construction phase to encourage tenants to be energy efficient in their homes as well as at work. Updates on the functioning of the new retrofits provide opportunities to encourage energy-efficient behaviour at home, reinforcing the energy-efficiency messages to your tenants at work. This is another means to remind your tenants of the principles of energy efficiency, reinforcing the efficiency ethic and, of course, the Energy Ventures Initiative.

5.2.1 Promoting Energy Efficiency at Home

Natural Resources Canada has developed many free publications that provide excellent information on energy efficiency at home. You can assemble an at-home energy kit for your tenants by selecting the most relevant publications from the list in Appendix D.

Advertise the availability of these kits on the small posters, in tenant newsletters, on tent cards, and on all on-line networks in your facility. By having tenants request the kits, you can order the number of publications you need, avoiding the necessity of storing any extras.

5.2.2 Promoting Fuel Efficiency on the Road

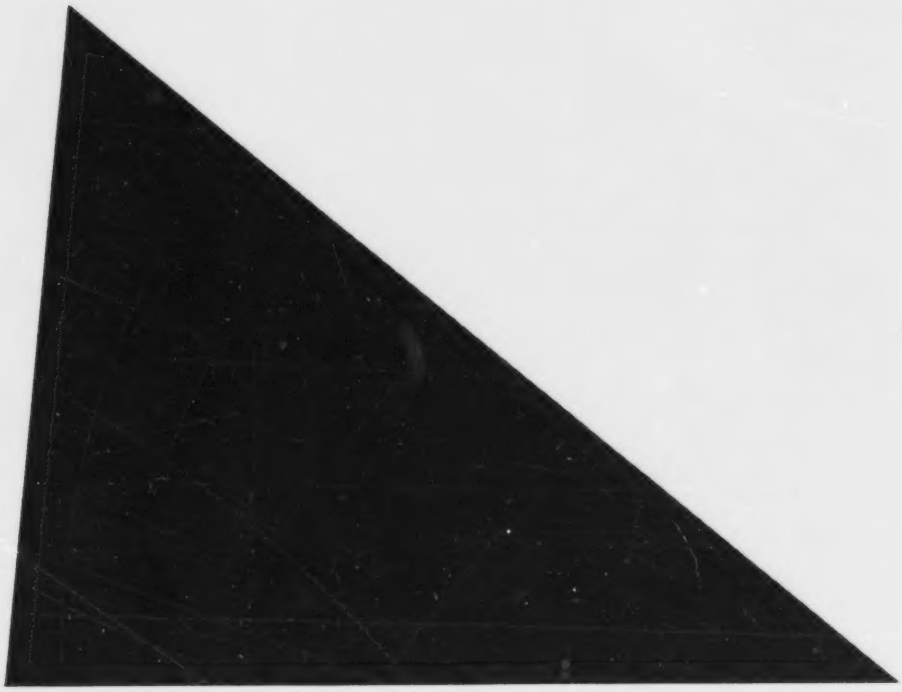
You can make your facility's move toward energy efficiency even more complete by promoting fuel efficiency and fuel-efficient driving habits to your tenants. For instance, driving a more fuel-efficient vehicle and employing fuel-efficient driving habits can save many litres of fuel over the lifetime of a car. Let your tenants know that they can play an important role in the national effort to conserve Canada's energy resources and protect the environment by making these changes.

Canadians love their cars, and your tenants are probably no exception. With over 17 million motorists now on the road, not only are more of us driving, but the number of vehicle miles travelled is increasing faster than the rate of population growth! Our dependency on vehicles shows no sign of easing, and that's bad news for the environment. For example, motor vehicle emissions contribute over 39 percent of the nitrogen oxides in our atmosphere. Combined with the evaporation of certain fuels and solvents, they form ground-level ozone — the main ingredient of smog.

Here are a few suggestions you can offer your tenants (in a newsletter update, on small posters etc.) to reduce your tenants' car use and, when they must drive, to keep their vehicles running greener:

- Walk, cycle, use public transportation or carpool whenever possible — one bus load of passengers removes 40 vehicles from the road, saves 70,000 litres of fuel and avoids 9 tonnes of air pollution a year.
- Keep your car in top condition by following the maintenance tips in your owner's manual — a sluggish engine can suck up 15 percent more fuel and under-inflated tires increase fuel consumption by as much as 5 percent.
- Drive at moderate speeds — most cars use 10 percent less fuel at 90 kilometres rather than 100 kilometres per hour.
- In winter, you don't need to idle your engine for a long time — 30 seconds of engine warm-up, followed by a slow takeoff is good for the car, your wallet and the environment.
- Remove roof racks and put luggage in the trunk to save up to five percent of fuel by reducing aerodynamic drag.
- Use air conditioners wisely — they can increase your fuel consumption by up to 12 percent in stop-and-go traffic.
- Every 45 kilograms of extra weight consumes one percent more fuel, so remove any unnecessary items (e.g. take any sandbags out of the trunk in the spring and don't carry your golf clubs with you year-round) from your vehicle and travel only with what you need.
- If you're buying a new car this year, a fuel-efficient model will reduce emissions by consuming less gas — Natural Resources Canada and Transport Canada publish a Fuel Consumption Guide each fall which can be picked up at any provincial/territorial motor vehicle licence agency.
- Finally, you or your tenants can call the Auto$mart program at 1-800-387-2000 to obtain a copy of the Fuel Consumption Guide. NRCan will also throw in a car economy calculator to help you to determine and monitor your vehicle's energy consumption.

Appendices



A Going to Print

➤ Going to Print: Included with this guide are various "camera-ready" products for printing. Once you have reviewed the table on the following page and determined how many of each product you will need for your facility, the next step is to contact several printers in your local area to find out which one is the most suitable for this project.

Some of the questions you will want to ask when talking with potential printers include:

- Is your print shop able to handle printing of these products? (Show him/her the camera-ready art; some smaller shops might only be able to print the memo pads but not the large posters, for example.)
- Can you guarantee that I will receive these products by *[your deadline date]*?
- Does your quote (estimated cost) include delivery or is there an additional charge for delivery? (Or, if you wish, you may decide to pick up the products yourself if the print run is small.)
- What is your estimated cost to print this/these product(s), and what does it include?

You may even wish to request an introductory tour of the print shop to get a better idea of how products are printed and to see printers in action. Make your choice based on the information you receive, keeping in mind that the printer with the lowest price is not always the best way to go. If the printer cannot meet your deadlines then it doesn't matter how low their price is!

You must find a balance between cost, estimated delivery date and the amount of attention and service a printer is willing to provide to obtain your business. The following "Going To Print" chart gives you all the technical information you need to obtain an accurate quote from a printer. We suggest that you get at minimum of three quotes.

Reviewing the Blues: When placing your printing order, make sure you request one copy of "Blues" before the printer begins formal printing of a product, they will do a test-run that produces a sample of how your product will look when it's printed. The test-run is printed on special paper that prints all the words and photos in shades of blue — hence, the term "the blues".

Your printer should show you the blues for each product you want printed for your approval. Be sure to **check it over thoroughly** — this is your last chance to fix any spelling errors or misplaced visuals etc.

before all the copies are printed for real. Once you give written approval of the blues, you must pay for the copies subsequently printed — even if you missed a mistake on the blues. Not only are you looking for errors you may have made, but you are also looking for printer errors. Are there any white spots or dots on the blue ink? Has the printer accurately selected the right colour and is it used in the right places (usually indicated by handwritten notes on the blues)? Don't be afraid to ask your printer if something on the blues doesn't look right to you. *[NOTE: for small print runs, some printers may suggest a process other than offset printing to keep costs low. In this case, they may provide a "one-off" for client approval instead of blues.]*

Going to Print

Product	Paper stock and weight	Size	Folds	Ink colour	Quantity* (units/100 tenants)
Large Posters	passport talc (smooth) 140 text	11 x 34"	no	black veg.-based	5/100
Memo Pads	fusion opaque (britewhite) 120 text	4.25 x 5.5"	no	black veg.-based	100/100
Lightbulb Wrap	passport talc (smooth) 140 text	3.75 x 14"	4 folds 1.25" 5.75" 8.125" 12.75"	black veg.-based	100/100
Tent Cards	passport talc (smooth) 160 cover	4.25 x 14"	3 folds 2.5" 7.0" 11.5"	black veg.-based	10/100
Small Posters	passport talc (smooth) 140 text	5.5 x 17"	no	black veg.-based	10/100

** Note: Determine quantity required based on above ratio and send a copy of this sheet to printers for quotes.*

B Camera-ready Artwork and Files of Print Material on Disk

C List of Trade Journals

Canadian Electricity Forum
900 McKay Road
Pickering, Ontario L1W 3X8
Telephone: (416) 428-2299
Fax: (416) 428-7040

Buildings Management & Design
Cinwood Communications INC.
136 Coleridge Avenue
Toronto, Ontario M4C 4H6
Telephone: (416) 424-2152
Fax: (416) 424-2642

Focus Magazine
786 Island Park Drive
Ottawa, Ontario K1Y 0C2
Telephone: (613) 722-3940
Fax: (613) 722-3017

Energy Manager
Kerrwil Publications Limited
395 Matheson Blvd., East
Mississauga, Ontario L4Z 2H2
Telephone: (905) 890-1846
Fax: (905) 890-5769

Lighting Magazine
Kerrwil Publications Limited
395 Matheson Blvd., East
Mississauga, Ontario L4Z 2H2
Telephone: (905) 890-1846
Fax: (905) 890-5769

FCM Forum Magazine
Federation of Canadian Municipalities
224 Clarence Street, 2nd Floor
Ottawa, Ontario K1N 5P3
Telephone: (613) 241-5221

La Maitrise de l'energie
5, Place Ville Marie, 9e étage
Bureau 903
Montrèal (Québec) H3B 2G2
Telephone: (514) 866-5584

D List of Natural Resources Canada Energy Publications

ORDER FORM - FREE PUBLICATIONS

Energy Efficiency/Alternative Energy

Consumer's Guides		
M92-1-1992E*	_____	Keeping the Heat In (A 100 page comprehensive guide to improving the energy efficiency of your home)
M91-10/1-1993*	_____	Buying and Using Energy-Efficient Appliances
M91-10/6-1993*	_____	Buying and Using Energy-Efficient Lighting Products
M91-10/2-1990	_____	Buying an Energy-Efficient Resale Home
M91-10/3-1994*	_____	Buying Energy-Efficient Windows and Doors
M27-103-1994*	_____	1994 EnerGuide Directory of Household Appliances
M27-103-1-1994*	_____	1994 EnerGuide Directory of Room Air Conditioners
M91-10/7-1994*	_____	Buying and Using Energy-Efficient Office Equipment
M92-28-1998E*	_____	Photovoltaic Systems: A Buyer's Guide
Heating Systems		
M92-23-1993Erev*	_____	A Guide to Residential Wood Heating
M91-2-19-1986	_____	Heating with Electricity
M27-32-1986	_____	Heating with Natural Gas
M91-2-41-1989	_____	Heating & Cooling with a Heat Pump
M91-2-38-1987	_____	Heating with Oil
M92-16-1986E	_____	Solar Water Heaters: A Buyer's Guide
R-2000 Program		
M27-01-197	_____	R-2000: Ventilation and Indoor Air Quality
M92-64-1993*	_____	The R-2000 Home: More Than Energy Savings
M92-68/1994*	_____	R-2000 Windows
M92-81-1/1994*	_____	The "New" R-2000 Home
M92-81-2/1994E*	_____	R-2000: Is It Worth It?
Enerfacts		
M91-2-16-1986	_____	How to Detect and Seal Air Leaks
M91-2-17-1987	_____	Home Energy Conservation Checklist
Transportation		
M23-13-80-4-1991E	_____	Car Economy Book
M27-01-16E	_____	Car Economy Calculator
M27-01-2	_____	Alternative Transportation Fuels
M27-01-3	_____	Slow Down and Save - Driver's Tips for Energy Conservation
M27-46-1991	_____	Propane Carburetion
M27-71-1991	_____	Natural Gas - An Alternative Transportation Fuel
M92-55/1991D	_____	Natural Gas for Vehicles (NGV)
M92-56-1991D	_____	Drive with Propane
M27-01-420	_____	1994 Fuel Consumption Guide
Other		
M27-105-1995*	_____	1995 Energy and the Environment Calendar (available in December 1994 while quantities last)
M92-53/1994*	_____	Publications Order Form

Surname or Company Name: _____

Type of Business: _____

First Name and/or Initial: _____ Attention: _____

Address: _____

City: _____ Province or Territory: _____

Postal Code: _____ Telephone No.: _____

Facsimile: (819) 994-1498

Bulk orders accepted.

Please specify quantity required, full street address and telephone number.

Please allow three weeks for delivery

aussi disponible en français

Natural Resources Canada Ressources naturelles Canada

E Sample Communications Plans

A Communications Plan for the

MARKVILLE
SHOPPING CENTRE

Participants in
Natural Resources Canada's
Energy Innovators Venture

Strategic Communications

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1.0

Overview

The Canadian economy is undergoing a major transition and massive re-structuring. The retail sector is struggling to maintain a healthy bottom line while keeping concerns for the environment top of mind. A big part of the move toward improved resource management practices involves energy conservation and more efficient use of energy resources. Gone are the days where the term energy conservation conjured up the "freeze in the dark" image; today, energy conservation means more efficient energy use through innovative and effective technology.

In response to this, Natural Resources Canada (NRCan) has begun implementing an initiative that can make our industries and services more competitive at home and abroad, while building attitudes and behaviour that will help protect our resources. The initiative is also part of the Green Plan's aim to stabilize emissions at 1990 levels by the year 2000.

The Energy Innovators Venture assists Canadian retailers, manufacturers, commercial building developers, institutions and municipalities in setting new standards in the field of energy management by coordinating profit-seeking, energy management and environmental protection efforts. Under the Energy Innovators Venture, a participating organization may select through competitive tender an independent energy service company (ESCo) that has expertise in the area of energy management. The ESCo's primary role is that of technical expert who guarantees the energy savings of the retrofits. The ESCo identifies ways to save money on energy bills and may arrange financing for the necessary upgrades. Referred to as third-party financing, the ESCo arranges equity, debt or lease financing with financial institutions or investors, using the money saved by the resulting lower energy bills to pay for the upgrades. There are several different financing arrangements available, depending of the needs of the participating organization.

Markville Shopping Centre

Markville Shopping Centre

The results of an organization becoming an Energy Innovator go beyond energy savings. For example, these savings will have an impact on the amount of carbon dioxide (CO_2) released into the atmosphere. Reducing CO_2 emissions will help to slow the enhanced greenhouse effect, also known as global warming. In addition, the upgrades (or "retrofits") may improve air quality in buildings, creating a better work environment for staff and attracting new tenants. Ultimately, staff will become more aware of energy-efficient practices and be more open to adopting other energy-efficient measures in the future.

Given the benefits to Canadian competitiveness and the environment, the promotion of this exciting initiative to both internal and external audiences is timely and topical. Thus, a pilot communications program is currently being designed and implemented by NRCan.

Strategic Communications' distinctive role in this project is to inform employees of the retrofits and to generate awareness of energy-efficiency practices. Ultimately, the results of the increased awareness and enthusiasm generated surrounding efficiency issues may be used to encourage other stores to participate in the project.

This communications plan is based on a strategy targeted at key audiences. It is designed to encourage energy-efficient practice, and to heighten awareness of the retrofits as part of Markville's participation in the Energy Innovators Venture. This communications plan is integral to maximizing the success of the retrofits over the long term. Strategic Communications is pleased to assist in this unique and challenging project. We hope that by working as a cohesive and coordinated communications team we can make the Markville Shopping Centre a flagship for the Energy Innovators Venture and a true Canadian success story.

1.1 Markville Shopping Centre

Management personnel at the Markville Shopping Centre, located northeast of Toronto in Markham, Ontario, have demonstrated their commitment to energy-efficient practices by becoming a partner in the Energy Innovator Venture. The Centre is a division of Cambridge Leaseholds Limited, one of Canada's largest developers and shopping centre management companies.

As a leading edge organization, Cambridge understood the opportunities that becoming an Energy Innovator partner presented. Their goal is to create an environmental showcase shopping centre with a comprehensive energy management plan. As a model for centres across the country, Markville's energy management plan will, in turn, enhance the position of Cambridge as an industry leader.

Housing over 240 stores on two levels, the Markville Shopping Centre has a large atrium running the length of the mall. The corners of the mall house the larger "anchor" tenants, including Sears, Eaton's, Woolco and The Bay. These national chains have already signed on as Energy Innovators, and Markville's plan is to use their involvement to encourage the independent stores to participate under the Markville umbrella. In addition, the popular chains Black's Photography and The Body Shop have also shown an interest in participating in the Energy Innovators Venture.

Markville is an unusual challenge for energy-efficient retrofits, both in the common areas and the individual tenant premises. The mall was built in two phases and runs on two different heating and cooling systems that service over a million square feet. This situation offers varying opportunities for efficiency upgrades. The success of Markville's existing waste reduction program demonstrates that mall tenants are a willing and cooperative population when it comes to environmental issues, indicating that Markville's challenges can be overcome.

As an Energy Innovator, an initial step Markville took was to secure the services of an independent energy management firm. Based on GE Energy Management's response to the request for proposal for energy services, GE will conduct a feasibility study to examine the following areas:

- extensive physical inspection of the design and condition of all energy systems;
- measurement of air-flow rates, combustion efficiency and other variables;
- review of standards of service and comfort (e.g. existing temperature and air quality standards compared with those required by building occupants); and
- an analysis of water- and energy-use patterns using computerized simulation models.

In many ways, Markville is an ideal site for this type of audit because the building is neither old nor brand new. The facility has been around long enough to settle into a consistent pattern of energy use.

Some examples of efficiency upgrades that may be recommended are:

- high-efficiency lighting and energy-saving ballasts;
- installation of automatic controls for heating, air-conditioning and lighting systems;
- variable-speed drives on motors and pumps;
- ventilation or air-system design changes;
- heat pumps and/or exchangers;
- building envelope retrofits; and
- increasing boiler plant efficiency and boiler tune-ups.

Once the feasibility study is complete, the installation of approved energy-efficiency measures will begin. This implementation phase may take up to a year, depending on the complexity of the work involved.

Throughout the implementation phase, it is important to keep building occupants (both staff and tenants) informed about the impact of the retrofits, in order to gain their support and participation in the initiative. This will help ensure the effectiveness of the improvements over the long term. Also, NRCan will want to use the Markville Shopping Centre's involvement in the Energy Innovators Venture to illustrate the program's benefits to external audiences such as other shopping malls, the media, and visitors to the Centre.

1.2 Communications Assessment

It is important to consider the market and sales driven atmosphere of the retail sector when selecting communication vehicles. The management at Markville Mall are both active and innovative in their marketing and communication initiatives to tenants and customers. There are opportunities to build on existing lines of communications, including the tenant newsletter, environment kit and calendar.

The following is a summary of existing communications/marketing tools and activities.

Promotion to **External Audiences**

- bus boards
- radio ads
- bi-monthly print ads
- mall displays
- television ads (during the holiday season)
- monthly full-colour 8.5" x 11" mini-mag brochures

Promotion to **Internal Audiences**

- marketing kit folders with fact sheets enclosed
- annual "game plan" strategic publication
- bi-monthly staff newsletter
- "Headin' for a greener environment" kit folder and factsheets regarding environmental/conservation practices

Markville Shopping Centre

Markville Shopping Centre

2.0

Target Audiences

For the Markville Shopping Centre project, there are two distinct target groups: internal audiences and external audiences. Communication to these two groups must be handled differently. For example, effective communication to external audiences is needed in order to showcase Markville's commitment to energy conservation and sustainable development. This is designed to enhance Markville's corporate image and show how seriously the Centre takes its responsibility to the community where it prospers.

But to render communication to external audiences truly effective, internal audiences must first be addressed. The internal audiences are important in their own right, for it would be naive to think that effecting changes in behavior and attitude could be done successfully without the support and input of internal audiences.

It is important to note that both the Action Group Manager and Markville Management will have the opportunity to build upon the lines of communications with these key audiences and gain further participation by additional Markville stores in the future.

2.1 Internal Audiences

- **anchor stores and their staff** *(head offices)* - to encourage the participation of anchor stores in the reduction of energy consumption
- **franchise store management and staff** *(head offices)* - to raise awareness of the retrofits and encourage their participation in reducing energy consumption
- **store owners** - to encourage their support for the initiative and explain the benefits of project for the environment and their bottom line

2.2 External Audiences

- **local customers** (including an expanded reach of both primary and secondary markets) - to present Markville Shopping Centre as a good corporate citizen and encourage their patronage
- **retail industry** - to present Markville Shopping Centre as a good role model for the industry
- **media** - to demonstrate that Markville Shopping Centre knows the benefits of energy efficiency and that they are taking measures to render their facilities more energy-efficient
- **general public** (particularly in the local area) - to inform and raise awareness of Markville Shopping Centre's role in the Energy Innovators Venture and to present Markville Shopping Centre as a good corporate citizen with a strong focus on enhanced customer service
- **energy industry suppliers** - to communicate the benefits of participating in the Energy Innovators Venture and present Markville Shopping Centre as a flagship for the project

Markville Shopping Centre

3.0

Goals

- To promote the benefits of energy-saving technologies and practices through the education of target audiences in a comprehensive and easy-to-understand manner.
- To secure employee buy-in and participation in Markville's Energy Innovators Venture.
- To foster energy-conserving habits at home as well as in the workplace (for management and staff of the Centre).
- To illustrate the economic benefits of this particular Energy Innovators Venture.
- To profile NRCan's leadership role in effective management of limited financial resources and in the implementation of Canada's Green Plan.
- To position Markville Shopping Centre as a leader and innovator in the retail sector.
- To establish Markville Shopping Centre as a "flagship" that stands as a successful example of efficient energy management practices for other organizations to emulate.

4.0

Objectives

To initiate and maintain specific changes in staff behaviour in order to maximize the benefits of energy-efficiency retrofits over the long term. (e.g. turning off computers/cash registers/lights etc. when not in use)

To foster an environment that boosts employee morale while informing and educating the Markville population about the practices and benefits of efficient energy management.

To encourage and secure attendance by target audiences at Markville's Energy Week event.

To garner profile for both NRCan/Energy Innovators Venture and the Markville Shopping Centre with external audiences.

To ensure that store staff understand how their behaviour impacts on the retrofits in the common areas of the Centre.

Markville Shopping Centre

Markville Shopping Centre

5.0

Challenges

- To achieve employee support for a program that provides few tangible and direct benefits to them, especially in an industry where high staff turnover is the norm.
- To provide recognition of the role played by each and every program partner.
- To increase the profile of NRCan/Energy Innovators and Markville with target audiences that have limited time and already feel inundated with information.
- To overcome the scepticism of the economic benefits of energy-efficient practices.

6.0

Messages

- Today's energy efficiency does not mean "freeze in the dark", but rather efficiency through effective technology.
- Energy performance contracting like that offered through the Energy Innovators Venture can improve an organization's bottom line as off-balance-sheet financing is used to invest in customized building improvements without having to spend capital up-front.
- NRCan's Energy Innovators Venture can contribute to Canada's prosperity by creating jobs in the private sector, environmentally beneficial work and a more highly skilled workforce.
- The environment wins with the Energy Innovators Venture because a more energy-efficient facility means a reduction in the amount of harmful emissions that contribute to the enhanced greenhouse effect.
- By implementing the energy retrofits offered through the Energy Innovators Venture, participants are helping to conserve precious energy and reduce the amount of fossil fuel resources consumed each year.
- The Energy Innovators Venture is an example of the action NRCan has taken to fulfil the goals of Canada's Green Plan.
- Markville Shopping Centre employees have a key role to play in the success of the project and they should be proud of their efforts.
- Markville's commitment to total quality and exceptional customer service, as exemplified by their participation in the Energy Innovators Venture, is helping to reduce the Centre's impact on the environment.

Markville Shopping Centre

Markville Shopping Centre

7.0

Communications Plan Elements

The following lists of communications elements have been developed based on the communications assessment of Markville Shopping Centre. In building on existing lines of communications, and creating new ones where necessary, this strategy has been designed to reach the key audiences consistently and often.

7.1 Launch and Implementation

There are several communications elements or "vehicles" that could be used to raise awareness, educate, and stimulate behaviour change among the target audiences. These elements convey the Energy Innovators Venture and Markville's key messages in a variety of ways designed to attract the eye and subsequently hold the audience's attention for as long as possible. Details of delivery will be decided in consultation with program partners. The elements include:

1. Staff Meetings:

Staff meetings are an ideal time to inform others about the retrofits and encourage their participation, as many individuals can be reached at one time. These meetings also provide an opportunity for two-way communication between the staff and Energy Innovator representatives – if the staff have any additional questions or concerns these can be addressed immediately. An initial presentation on September 23 at a Markville Shopping Centre general meeting of store management was used to communicate the objectives of the project and promote participation in it.

2. Novelty Lightbulbs - *A Bright Idea*:

Certain internal audiences at Markville could be given an energy-efficient lightbulb to symbolize the move toward effective and comprehensive energy management practices. This lightbulb will be in a specially designed package that offers the recipient essential information about their participation in the Energy Innovators Venture.

3. Stickers:

Stickers with the Energy Innovators logo and a catchy slogan will be given to all stores that have signed on in the recruitment process for display in their front windows, offices and other relevant locations. These stickers serve as a clear and simple reminder of the Energy Innovators Venture and the principles for which it stands. Markville staff and employees will feel like "official participants" and thus modify their attitudes and behaviour accordingly. Stickers will be used as reward and recognition when a store has signed on to participate in the project.

4. Store/Staff Poster:

A unique poster will be designed, featuring the Energy Innovators logo and program look. This poster may be displayed on staff bulletin boards, near cash registers, information areas, and in high-traffic areas within the shopping centre. Like the sticker, the poster reminds participants of the Energy Innovators Venture.

5. Tent Cards:

Tent cards containing key messages will be produced for display on cash registers and other suitable locations.

6. Shopping Bag stuffers:

As part of the plan's efforts to undertake community outreach, flyers explaining the initiative and its benefits could be prepared for insertion in shopping bags. These flyers could take the form of an invitation to attend the Energy Week the mall will be hosting. One side of the stuffers will feature information on Markville's participation in the project, while the other side will offer tips for energy efficiency in the home.

Markville Shopping Centre

7. Hydro/Gas Bill Stuffers:

It may be possible to enclose invitations to Energy Week in hydro/gas bills that will be sent out to local residents during the months of February and March, 1994.

8. Special Event:

For one week in April next year, Markville will be hosting an Energy Innovators Week. For this event, common areas will feature a variety of displays covering all aspects of energy use and conservation methods. A colourful and dynamic event can attract more people to Markville, and can provide a context suitable for dissemination of various forms of energy information (particularly about Markville's participation in the Energy Innovators Venture) to both internal and external target audiences. Both suppliers and NRCan could provide exhibits for display.

9. Retrofit Display:

A display will be set up inside the Centre where inefficient systems are being replaced (e.g. replacement of inefficient lighting by T-8 tubes). By showing the actual work in progress, both internal and external audiences will be exposed to a visual and tangible example of how the Energy Innovators Venture works, and they will be made aware of Markville's commitment to energy efficiency. Participants will feel more informed about what is going on around them, and will be more likely to focus on the benefits of the retrofits instead of any disruption the retrofits may cause during installation. The exact timing of the displays will depend on the timeframe the ESCo sets for the retrofits.

10. Media Relations:

Relevant media (e.g. environment, business and finance beats) will be targeted to receive information regarding various aspects of Markville's participation in the Energy Innovators Venture. By way of ongoing media relations following the release of information, we will offer journalists unique story ideas, regionalized angles and pertinent spokespeople to generate original and positive media coverage of both Markville Shopping Centre and the Energy Innovators Venture. The easier we make it for journalists to pick up on this story, the greater the chances are that it will be covered in a variety of media.

7.2 Sustaining Initiatives

Markville Shopping Centre

These initiatives aim to **maintain** the level of education and awareness of energy-efficient practices fostered among the target audiences. The initiatives further aim to motivate the internal audience to keep up the behaviour adopted when the project was originally launched. Unlike the launch and implementation elements outlined earlier that use a one-time "hit" to attract attention and jump-start the campaign, these elements serve as ongoing reminders of the benefits of participating in the Energy Innovators Venture for both Markville and our natural resources. These sustaining elements are as follows:

1. Common Area Display Board:

A large, colourful display board that details the ongoing activities of the Energy Innovators upgrades may be placed in a common area (such as the main entrance hall or the food court). This display would offer tenants and visitors information about the progress of the pilot project, how it is benefitting the environment, and some general background on the Energy Innovators Venture itself. By keeping the Markville population up-to-date on the Centre's progress, participants are more likely to keep up their behaviour change and feel a sense of pride in their accomplishments. Markville management's staff room could be the permanent location for this display.

2. Site-Specific Calendar:

A year-long calendar for 1994 will be designed for participants featuring energy-efficiency messages, along with photos and information concerning the retrofits occurring in the Centre. The calendar serves to communicate the key messages to participants in a format that is not only attractive for display in the stores, but is seen as a useful tool in its own right. The fact that participants will often refer to the calendar as part of their daily routine means that they will be exposed more frequently to helpful energy-efficiency and conservation tips. The more frequently participants are exposed to these messages, the greater the chances that they will alter their attitudes and behaviour on a long-term basis.

3. Telephone Message Pads:

A tool that some store staff can use everyday, the telephone message pads will be made out of reused or recycled paper and serve as an ongoing reminder for employee participation in Energy Innovators.

Markville Shopping Centre

4. Newsletter Articles:

Articles highlighting ongoing activities relating to the project will be distributed to the newsletters of the various audiences (e.g. Markville's internal newsletter to tenants, individual store newsletters etc.). The articles are also useful for trying to inform non-participants and those who may be brought in at a later stage. The articles will reinforce key messages and promote the importance of Energy Innovators because it is being covered as "news" in a printed publication format.

5. General Reports:

General reports may be created that can be customized by individual store managers (to reflect their store's participation and progress) and can then be sent to head office. The reports will keep head office up-to-date on the progress of the retrofits. Again, this kind of report will facilitate employee buy-in, as it offers participants a chance to "show-off" and feel good about how they are doing their part to conserve energy and thus reduce overall consumption.

6. Boilerplate Articles:

Camera-ready articles, known as boilerplates, can be created for inclusion in local area weekly publications. As these publications tend to be under-staffed and eager for new material, providing them with ready-to-use articles increases the likelihood that the publications will run them. In fact, it has been our experience that they are often printed verbatim, creating yet another opportunity to promote the Energy Innovators Venture and Markville's role as a flagship in this initiative.

7. Trade Journal Articles:

A pair of articles (one for the launch/special event and one as an update) can be created for use in various trade journals relating to Markville Shopping Centre and its tenants. Trade journals offer an audience known to value the benefits this kind of initiative fosters. They are more likely to read the entire article and pursue additional information about the initiative on their own. A list of appropriate trade journals will be developed in consultation with NRCan and the Markville Shopping Centre.

8.0

Evaluation and Measurement

Markville Shopping Centre

Campaign evaluation is important in determining the effectiveness and value of the employee awareness pilot projects for the Energy Innovators Venture. Markville Shopping Centre management will want to consider implementing evaluation measures to be clear on the benefits of the communications pilot and make the necessary adjustments for efficient replication of the program.

There are two different types of communications evaluation and measurement that can be used to determine how effective a communications campaign has been in meeting the goals it set out to achieve. Qualitative evaluation generally involves some type of observational technique (such as in-depth interviews or focus groups) or a content analysis. At the other end of the spectrum, quantitative evaluation revolves around statistical methods (e.g. numerical values) to determine a program's effectiveness. For Markville Shopping Centre, both types of evaluation may be valuable in the evaluation stage of the communications plan.

Qualitative Evaluation

- The Personal or "Face-to-Face" Survey Method: This survey method is appropriate for the Markville Shopping Centre communications plan. A face-to-face survey of mall management, staff and randomly-selected shoppers is the best choice for garnering their opinions and determining their level of energy awareness vis-à-vis the mall campaign. This survey can obtain accurate and complete information, because the method allows the surveyor to probe respondents' stated reasons for their attitudes and beliefs. Surveys are also flexible, because respondents can answer a number of questions on a variety of subjects – for example, different elements of the communications campaign. The most appropriate type of survey in this case would be a combination of a descriptive survey and an exploratory survey. This combination allows us to describe the respondents' attitudes, habits and behaviours, while exploring the reasons why the respondents feel or act the way they do.

Markville Shopping Centre

Quantitative Evaluation

- Energy Savings – As a concrete method of measurement, a comparison between energy savings before, during and after the communications campaign may indicate how effective the campaign has been in trying to alter the behaviour of both staff and tenants.
- Media Report – A media service report could be drafted. It would document the activities undertaken, the coverage received and anticipated following the media hit.
- Pre- and Post-Campaign Questionnaire - A staff survey could be designed to measure awareness and understanding about energy issues and efficiency. Results from administering the survey before and after the campaign will indicate the degree of increased understanding of energy issues by staff.
- Retail Sales Impact - Tenant total sales could be analyzed, comparing Innovator Week sales with previous years' sales. As well, these figures could be compared with pre- and post-event sales, to reflect traffic and volume changes.

A Communications Plan for the

Canada Centre for Inland Waters

Participants in
Natural Resources Canada's
Federal Buildings Initiative

Strategic Communications

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1.0

Overview

The Canadian economy is undergoing a major transition and massive re-structuring. The federal government is working hard to maintain a healthy bottom line while keeping concerns for the environment top of mind. A big part of this move toward improved resource management practices involves energy conservation and more efficient use of energy resources. Gone are the days where the term energy conservation conjured up the "freeze in the dark" image; today, energy conservation means more efficient energy use through innovative and effective technology.

In response to this, Natural Resources Canada (NRCan) has begun implementing an initiative that will improve the energy efficiency of government buildings and reduce energy expenditures. This initiative strives to demonstrate government leadership while building attitudes and behaviours that will help protect our resources. The initiative is also a part of the Green Plan's aim to stabilize emissions at 1990 levels by the year 2000.

The Federal Buildings Initiative (FBI) assists federal government departments in setting new standards in the field of energy management by coordinating energy efficiency and environmental protection efforts. Under the FBI arrangement, a participating federal government department selects through competitive tender an independent energy service company (ESCo) that has expertise in the area of energy management. The ESCo's primary role is that of technical expert who guarantees the energy savings of the retrofits. The ESCo identifies ways to save money on energy bills and may arrange financing for the necessary upgrades. Referred to as third-party financing, the ESCo arranges equity, debt or lease financing with financial institutions or investors to pay for the upgrades using the money saved by the resulting lower energy bills. There are several different financing arrangements available, depending of the needs of the participating department.

Canada Centre for Inland Waters

The economic benefits of the FBI are potentially enormous. Currently there are over 50,000 federal government buildings – ranging from small guard houses to army barracks to international airports. Thus, the federal energy bill tops $500 million annually. Studies have shown that adopting the practices promoted by the FBI can help lower energy use by 15 to 20 percent, resulting in a possible savings of $75 million to $100 million each year!

The results of a department participating in the FBI go beyond energy savings. For example, these savings will have an impact on the amount of carbon dioxide released into the atmosphere. In addition, the upgrades (or "retrofits") may improve air quality in the buildings, creating a better work environment for staff. Ultimately, staff will become more aware of energy-efficient practices and be more open to adopting other energy-efficient measures in the future.

Given the benefits to both government savings and the environment, the promotion of this exciting initiative to both internal and external audiences is timely and topical. Thus, a pilot communications program is currently being designed and implemented by NRCan.

This plan is based on a strategy targeted at key audiences. It is designed to encourage energy-efficient practices, and to heighten awareness of the retrofits as part of the Canada Centre for Inland Water's (CCIW) participation in the FBI. This communications plan is integral to maximizing the success of the retrofits over the long term. Strategic Communications is pleased to assist in this unique and challenging project. We hope that by working as a cohesive and coordinated communications team we can make the CCIW a flagship for the FBI and a true Canadian success story.

1.1 The Canada Centre for Inland Waters (CCIW)

Management at the Canada Centre for Inland Waters, located in Burlington, Ontario, have demonstrated their commitment to energy-efficient practices by participating in the FBI. The CCIW is a federal research facility featuring six interconnected buildings that house over 200 laboratories. The labs range in size from a single room to a 100-metre long "wide-wave" flume, as well as ample space to dock and service ships. In total, the floor area is more than 48,000 square metres.

There are approximately 700 occupants in the CCIW. Of these, about 450 are employees of Environment Canada, 200 are from the Department of Fisheries and Oceans, 30 are Ship Staff, 15 are part of the Waste Water Technology Centre and five are from the Department of Government Services. The breakdown of the type of employees at the CCIW is as follows: 68 percent of the building's population are scientists and engineers, 30 percent are involved in administration, while the remaining 2 percent are contractors and cafeteria staff.

Currently the CCIW's annual energy bill tops $1.6 million, and implementation of the FBI should save the facility about $617,550 a year. It is expected that the $3.4 million cost of implementing the initiative will pay for itself in approximately five years.

As a participant in the FBI, one of the CCIW's first steps was to secure the services of the energy management firm, Rose Technology. Rose Technology won the contract through competitive tender. Based on their response to the request for proposal for energy services, Rose will conduct a feasibility study to examine the following areas:

- physical inspection of the design and condition of all energy and water systems;
- measurement of air-flow rates, combustion efficiency and other variables;
- review of standards of service and comfort (i.e. existing temperature and air quality standards compared with those required by building occupants); and
- an analysis of water- and energy-use patterns using computerized simulation models.

Based on Rose Technology's work proposal, the extent of the retrofits includes:

- conversion from chillers to a ground water cooling system, thus saving energy and eliminating CFC (chloroflorocarbons) emissions;
- conversion of the boiler from steam to hot water, thus reducing NO_x (nitrous oxides) emissions;
- upgrading building control system to an energy management control system;
- improvement of indoor air quality through increased CO_2 monitoring, plus the installation of more temperature and humidity sensors;

Canada Centre for Inland Waters

Canada Centre for Inland Waters

- the removal and proper storage of PCBs currently found in ceiling-mounted ballasts;
- re-design of the air handling system from an old 2-speed type to 100 percent outdoor air exchange using fume hoods for greater efficiency; and
- installation of automatic exterior doors at loading areas to control air exchange.

Specifically in terms of water consumption issues, Rose Technology proposes to:

- potentially introduce a system to recirculate Bay water instead of City or ground water, as water cooling once through the system is responsible for 50 percent of the facility's water consumption;
- examine the fish laboratories, as they are responsible for 30 percent of water consumption which continuously oxygenates the fish tanks;
- examine facility occupants' water usage, which comprises seven percent of water consumption; and
- switch to hot water heating from steam to reduce overall water consumption.

Now that most of the feasibility studies have been completed, the installation of approved energy efficiency measures will begin. The implementation phase may take up to a year, depending on the complexity of the work involved.

Throughout the implementation phase, it is important to keep building occupants (both staff and tenants) informed about the impact of the retrofits, in order to gain their support and participation in the initiative. This will help ensure the effectiveness of the improvements over the long-term. Also, NRCan will want to use CCIW's involvement in FBI to illustrate the program's benefits to external audiences such as other government departments, the media, taxpayers and visitors to the building.

1.2 Communications Assessment

Having come so far with the implementation of their new Go Green program, the CCIW recognizes the need for coordinating their environmental communications. Like many other departments, they are not sure where or how to begin.

Communications efforts to date include:

- the establishment of a Go Green committee comprised of 15 volunteers from the NWRI;
- the installation of bulletin boards by the elevators on each floor displaying Go Green messages; and
- the installation of "Turn off the lights when you leave" signs in washrooms.

Existing infrastructure may be used to disseminate Go Green messages. This infrastructure includes:

- the Executive Committee comprised of top management from the CCIW;
- a Senior Management Committee;
- an Occupational Health and Safety Committee comprised of representatives from each area;
- a small committee of Union Management representatives; and
- a central mail room for distribution of print material.

Other means of communication include memos from the Executive Director and the Emergency Voice Announcement System.

Canada Centre for Inland Waters

2.0

Target Audiences

For the CCIW project there are two distinct target groups: internal audiences and external audiences.

Communication to these two groups must be handled differently. For example, effective communication to external audiences is needed in order to showcase the CCIW's commitment to energy conservation and sustainable development. This is designed to polish the CCIW's image and show how seriously the facility takes its responsibility to the community where it thrives.

But to render communication to external audiences truly effective, internal audiences must be addressed first. The internal audiences are important in their own right, for it would be naive to think that effecting changes in behaviour and attitude could be done successfully without the support and input of internal audiences.

2.1 Internal Audiences

- **building management and staff** (particularly the custodial staff) - to raise awareness of the retrofits and encourage their participation in reducing energy consumption
- **building tenants** - to raise awareness of the CCIW's efforts and to encourage them to behave appropriately
- **tenant department headquarters** (Environment Canada in Ottawa) - to communicate the goals and objectives of the project and encourage their support of the project

2.2 External Audiences

- **other federal departments** - to communicate the benefits of participating in the Federal Buildings Initiative and present the CCIW as a flagship for the project
- **media** - to demonstrate that the CCIW is taking measures to render their facilities more energy-efficient
- **general public** (particularly in the local area) - to inform and raise awareness of the CCIW's role in the Federal Buildings Initiative and to present the CCIW as a good environmental citizen
- **visitors to the building** - to present the CCIW as an example of good environmental citizenship

Canada Centre for Inland Waters

3.0

Goals

- To promote the benefits of energy-saving technologies and practices through the education of target audiences in a comprehensive and easy-to-understand manner.
- To secure employee buy-in and participation in the Federal Buildings Initiative.
- To foster energy-conserving habits at home as well as in the workplace (for management, staff and employees of the CCIW).
- To illustrate the economic benefits of this particular Federal Buildings Initiative.
- To profile NRCan's leadership role in the effective management of limited financial resources and in the implementation of Canada's Green Plan.
- To position the CCIW as a leader and innovator within the department and the federal government.
- To establish the CCIW as a "flagship" that stands as a successful example of efficient energy management practices for other federal departments to emulate.

4.0

Objectives

- To initiate and maintain specific changes in staff behaviour in order to maximize the benefits of energy-efficiency retrofits over the long term (e.g. turning off computers, lights etc. when not in use).
- To foster an environment that boosts employee morale while informing and educating the CCIW population about the practices and benefits of efficient energy management.
- To encourage and secure attendance by target audiences at the CCIW's Energy Week event.
- To garner significant profile for both NRCan/FBI and CCIW with external audiences.

Canada Centre for Inland Waters

5.0

Challenges

- To achieve employee support for a program that provides few tangible and direct benefits to them.
- To provide recognition of the role played by each and every program partner.
- To increase the profile of NRCan/FBI and CCIW with target audiences that have limited time and already feel inundated with information.
- To overcome the scepticism of the economic benefits of energy-efficient practices.

6.0

Messages

- Today's energy efficiency does not mean "freeze in the dark", but rather efficiency through effective technology.
- Energy performance contracting like that offered by the FBI will improve a federal department's bottom line, as off-balance-sheet financing is used to invest in customized building improvements without having to spend capital up-front.
- NRCan's Federal Buildings Initiative can contribute to Canada's prosperity by creating jobs in the private sector, environmentally beneficial work and a more highly skilled workforce.
- The environment wins with the FBI because a more energy-efficient facility means a reduction in the amount of harmful emissions that contribute to the enhanced greenhouse effect.
- By implementing the energy retrofits offered through the FBI, participants are helping to conserve precious energy and reduce the amount of fossil fuel resources consumed each year.
- The FBI is an example of the action NRCan has taken to fulfil the goals of Canada's Green Plan.
- The CCIW population has a key role to play in the success of the project and they should be proud of their efforts.

Canada Centre for Inland Waters

7.0

Communication Plan Elements

The following lists of communications elements have been developed base on the communications assessment of the CCIW. In building on existing lines of communications, and creating new ones where necessary, this strategy has been designed to reach the key audiences consistently and often.

7.1 Launch and Implementation

There are several communications elements or "vehicles" that will be used to raise awareness, educate and stimulate behaviour change among the target audiences. These elements convey the FBI's and the CCIW's key messages in a variety of ways designed to attract the eye and subsequently hold the audience's attention for as long as possible. Details of delivery will be decided in consultation with program partners. The elements include:

1. Staff Meetings:

Staff meetings are an ideal time to inform others about the retrofits and encourage their participation, as many individuals can be reached at one time. These meetings also provide an opportunity for two-way communication between the staff and FBI representatives – if the staff have any additional questions or concerns these can be addressed immediately.

2. Stickers:

Stickers with the FBI logo and a catchy slogan will be given to all participating departments for display in their front windows, offices and other relevant locations. These stickers serve as a clear and simple reminder of the FBI program and the principles for which it stands. The CCIW staff and employees

will feel like "official participants" and thus modify their attitudes and behaviour accordingly.

3. Building/Staff Poster:

A unique poster will be designed, featuring the FBI logo and information on energy-efficient tips and/or practices. This poster may be displayed on staff bulletin boards, near information areas, in elevators or similar high-traffic areas within each participating department. Like the sticker, the poster reminds participants of the FBI and how the principles of energy-efficiency and conservation can benefit them.

4. Tent Cards:

Tent cards containing key messages will be produced for display on cafeteria table tops and other suitable spots such as reception areas. The cards will indicate specific desired behaviour change.

5. Energy Days:

CCIW's Energy Days will feature a variety of displays covering all aspects of energy use and conservation methods in the common area of the main building. This colourful and dynamic event will attract staff to the main lobby and provide a context suitable for dissemination of various forms of energy information, (particularly about the CCIW's participation in the FBI), to the key internal audiences. Both suppliers and NRCan will provide exhibits for display.

6. Retrofit Display:

A display will be set up inside the buildings where inefficient lighting systems are being replaced (e.g. replacement of inefficient lighting by T-8 tubes). By showing the actual work in progress, both internal and external audiences will be exposed to a visual and tangible aspect of how the FBI works, and they will be made aware of the CCIW's commitment to energy efficiency. Participants feel more informed about what is going on around them, and will be more likely to focus on the benefits of the retrofits instead of any disruption the retrofits may cause during installation. The exact timing of the displays will depend on the timeframe Rose Technology sets for the retrofits to begin.

Canada Centre for Inland Waters

7.2 Sustaining Initiatives

These initiatives aim to **maintain** the level of education and awareness of energy efficient practices fostered among the target audiences. The initiatives further aim to motivate the internal audience to keep up the behaviour change they adopted when the project was originally launched. Unlike the launch and implementation elements outlined earlier that use a one-time "hit" to attract attention and jump-start the campaign, these elements serve as ongoing reminders of the benefits of participating in the FBI for both the CCIW and our natural resources. These sustaining elements are as follows:

1. Lobby Display Board:

A large, colourful display board that details the ongoing activities of the FBI upgrades may be placed in the main lobby or outside the CCIW's cafeteria. This display would offer tenants information about the progress of the pilot project, how it is benefitting the environment, and some general background on the FBI itself. By keeping the CCIW population up-to-date on the facility's progress, participants are more likely to keep up their behaviour change and feel a sense of pride in their accomplishments.

2. Site-Specific Calendar:

A year-long calendar for 1994 will be designed for participants that features energy efficiency messages, along with photos and information concerning the retrofits that are occurring in the building during a particular month. The calendar serves to communicate the key messages to participants in a format that is not only attractive for display in the office, but is seen as a useful tool in its own right. The fact that participants will often refer to the calendar as part of their daily routine means that they will be exposed more frequently to helpful energy-efficiency and conservation tips. The more frequently participants are exposed to these messages, the greater the chances that they will alter their attitudes and behaviour on a long term basis.

3. Telephone Message Pads:

A tool that some employees can use everyday, the telephone message pads will be made out of reused or recycled paper and serve as an ongoing reminder for participation in the FBI.

4. Newsletter Articles:

Articles highlighting ongoing activities relating to the project will be distributed to the newsletters of the various target audiences (i.e. CCIW's internal newsletter, individual branch newsletters, and national departmental newsletters). By including articles in these publications, participants will have the opportunity to read about the FBI program and the CCIW's role in more detail. The articles are also useful for trying to inform non-participants and possibly encourage them to join the program. The articles will reinforce key messages and promote the importance of the FBI because it is being covered as "news" in a printed publication format.

5. General Reports:

General reports may be created that can be customized by individual department heads (to reflect their department or building's participation and progress) and can then be sent to senior management and departmental headquarters. The reports will keep these offices up-to-date on the progress of the retrofits. Again, this kind of report will facilitate employee buy-in, as it offers participants a chance to "show-off" and feel good about how they are doing their part to conserve energy and thus reduce fossil fuel consumption.

6. Boilerplate Articles:

Camera-ready articles, known as boilerplates, can be created for inclusion in local area weekly publications. As these publications tend to be under-staffed and eager for new material, providing them with ready-to-use articles increases the likelihood that the publications will run them. In fact, it has been our experience that they are often printed verbatim, creating yet another opportunity to promote the FBI and the CCIW's role as a flagship in this initiative.

7. Trade Journal Articles:

A pair of articles (one for the launch and one as an update) can be created for use in various trade journals relating to the work of the CCIW, including both building and energy trade journals. Trade journals offer an audience known to value the benefits this kind of initiative fosters. They are more likely to read the entire article and pursue additional information about the initiative on their own. A list of appropriate trade journals will be developed in consultation with NRCan and the CCIW.

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Evaluation and Measurement

Campaign evaluation is important in determining the effectiveness and value of the employee awareness pilot programs for the Federal Buildings Initiative. The CCIW will potentially be implementing evaluation measures to be clear on the benefits of the communications pilot and make the necessary adjustments for efficient replication of the tools for the duration of the project.

There are two different types of communications evaluation and measurement that can be used to determine how effective a communications campaign has been in meeting the goals it set out to achieve. Qualitative evaluation generally involves some type of observational technique (such as in-depth interviews or focus groups) or a content analysis. At the other end of the spectrum, quantitative evaluation revolves around statistical methods (i.e. numerical values) to determine a program's effectiveness. For the CCIW, both types of evaluation may be undertaken in the evaluation stage of the communications pilot.

Qualitative Evaluation

The Personal or "Face-to Face" Survey Method: This Survey method is appropriate for the CCIW communications plan. A face-to-face survey of the facility's management, staff and randomly-selected employees is the best choice for garnering their opinions and determining their level of energy awareness vis-à-vis the pre- and post-campaign. This survey can obtain accurate and complete information because the method allows the surveyor to probe respondents' stated reasons for their attitudes and beliefs. Surveys are also flexible, because respondents can answer a number of questions on a variety of subjects - for example, different elements of the communications campaign. The most appropriate type of survey in this case would be a combination of a descriptive survey and an exploratory survey. This combination allows us to describe the respondents' attitudes, habits and behaviours, while exploring the reasons why the respondents feel or act the way they do.

Quantitative Evaluation

Energy Bills - a simple and concrete method of measurement. A comparison between energy bills before, during and after the communications campaign may indicate how effective the campaign has been in trying to alter the behaviour of both staff and employees.

Media Report - a media service report could be drafted, documenting the activities undertaken, as well as the coverage received and anticipated following the release of the boilerplates.

Pre- and Post-Campaign Questionnaire - a staff survey could be designed to measure awareness and understanding about energy issues and efficiency. Results from administering the survey before and after the campaign will indicate the degree of increased understanding of energy issues by CCIW employees.

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